

# Elias Motsoaledi Local Municipality



2010/11

INTEGRATED  
DEVELOPMENT  
PLAN

## Abbreviations:

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IDP	-	INTEGRATED DEVELOPMENT PLAN
ASGISA	-	ACCELERATED AND SHARED GROWTH INITIATIVE OF SA
JIPSA	-	JOINT INITIATIVE FOR PRIORITY SKILLS ACQUISITION
MEC	-	MEMBER OF EXECUTIVE COUNCIL
EMLM	-	ELIAS MOTSOLEDI LOCAL MUNICIPALITY
NSDP	-	NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE
PGDS	-	PROVINCIAL GROWTH & DEVELOPMENT STRATEGY
SDF	-	SPATIAL DEVELOPMENT FRAMEWORK
PCF	-	PREMIER'S CO-ORDINATING FORUM
LIGF	-	LIMPOPO INTERGOVERNMENTAL FORUM
IGR	-	INTERGOVERNMENTAL RELATIONS
MSA	-	MUNICIPAL SYSTEMS ACT, 2000
MFMA	-	MUNICIPAL FINANCE MANAGEMENT ACT
SDBIP	-	SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN
GAMAP	-	GENERALLY ACCEPTED MUNICIPAL ACCOUNTING
GRAP	-	GENERALLY RECOGNISED ACCOUNTING PRACTICE
LED	-	LOCAL ECONOMIC DEVELOPMENT
WSDP	-	WATER SERVICE DEPARTMENT PLAN
CDF	-	CAPITAL DEVELOPMENT FUND
LIMDEV	-	LIMPOPO ECONOMIC DEVELOPMENT ENTERPRISE
LIBSA	-	LIMPOPO BUSINESS SUPPORT AGENCY
SALGA	-	SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
FOSAD	-	FORUM OF SOUTH AFRICAN DIRECTORS GENERALS
NCOP	-	NATIONAL COUNCIL OF PROVINCES
PMS	-	PERFORMANCE MANAGEMENT SYSTEM
CDW	-	COMMUNITY DEVELOPMENT WORKER
NT	-	NATIONAL TREASURY
PT	-	PROVINCIAL TREASURY
DORA	-	DIVISION OF REVENUE ACT
LUMS	-	LAND USE MANAGEMENT SYSTEM
MTAS	-	MUNICIPAL TURN AROUND STRATEGY

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# **FOREWORD BY THE HONOURABLE MAYOR CLLR LIONEL SELOANE**



The Integrated Development Plan (IDP) is a fundamental planning document that outlines Council's proposition to address the needs of our people. It is a cornerstone of planning initiatives that guide the developmental path of our municipality. We perceive the IDP as providing a platform to map out the overall framework for development.

The IDP should reflect and resonate the coordination of the work of local government and other spheres of government in an integrated and coherent manner. The IDP should give effect to implementation of government's programme of action and its overall development agenda. The IDP demonstrates our resolve to realistically meet the needs of our citizens and residents.

The IDP forms the basis for the realisation of local government objects as enshrines in the Constitution. The Constitution states that the objects of local government are:

- (a) To provide democratic and accountable government for local communities;
- (b) To ensure the provision of services to communities in a sustainable manner;
- (c) To promote social and economic development;
- (d) To promote a safe and healthy environment; and
- (e) Encourage the involvement of communities and community organisations in the matters of local government.

The IDP is a stage to promote accountability in local government. It provides the framework to implement the municipality's performance management system and framework. It is through the IDP that the municipal organisation outlines its strategic objectives, performance indicators and targets to measure municipal performance. Without the IDP, the municipality may not adequately determine the level of progress made towards meeting the strategic objectives of the Council. IDP serves as a cornerstone to efficient and effective functioning of entire municipal organisation. This includes both the Council and administration.

The IDP sets the agenda for involving citizens and residents in matters of local government. In other words, the IDP fosters public participation. Through the IDP process, we are offered the opportunity to engage meaningfully engage communities in a process that is largely perceived as passive and episodic.

The IDP translates planning principles into practice for the attainment of the Provincial Growth and Development Strategy, Asgisa and the UN Millennium Developmental Goals for 2014 amongst others.

The IDP provides us with an opportunity to serve our communities in pushing away the frontiers of poverty and creating a better life for all.

With this document we pledge our commitment to serve all citizens and residents of Elias Motsoaledi Local Municipality.

I thank you,

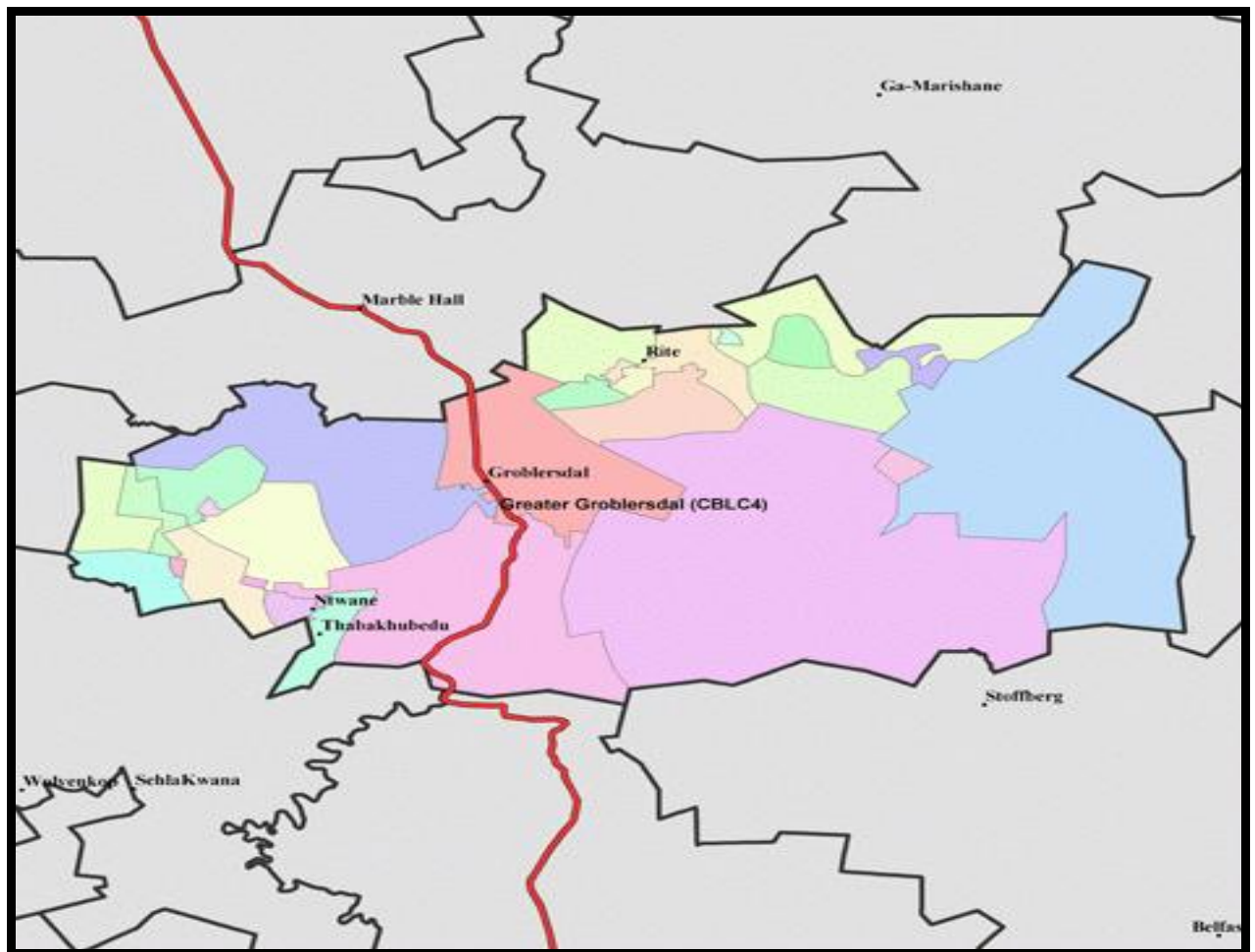
**Cllr L.M. Seloane**  
**Mayor of Elias Motsoaledi Local Municipality**

# 1. EXECUTIVE SUMMARY

## 1.1. LOCATION OF ELIAS MOTSOLEDI MUNICIPALITY

The EMLM is the second largest municipality within the GSDM and lies to the south and southwest of the GSDM, on the western banks of the Olifants River. The town of the Groblersdal lies north east of Pretoria and is situated approximately 32km from Loskop Dam. EMLM is one of the five municipalities forming the Sekhukhune District, which is the second poorest district among South Africa's 13 nodal points identified as poor and requiring careful developmental Measures (Tefera, et al, 2004).

Figure 1: Elias Motsoaledi



EMLM came as a result of an amalgamation of the former Moutse TLC, Hlogotlou TLC and other areas like Tafelkop, Zaaiplaas and Motetema which did not enter into transitional arrangements) during the demarcation process and subsequent local authority elections in December 2000.

This municipality comprises of an estimated 62 settlements most of which are villages, R293 areas and Groblersdal towns. These are made up of mainly vast commercial agricultural land and areas of traditional authorities. EMLM is located in Limpopo. It consists of 29 wards. It has 57 councillors. In terms of the recent publications by the Municipal Demarcation Board, the municipality will consist of 30 Wards and 60 Councillors for 2010-2011 Local Government Elections. The geographical area of the municipality is **3668.333820** square kilometres.

## 1.2. KEY CHALLENGES AND OPPORTUNITIES OF ELIAS MOTSOLEDI MUNICIPALITY MUNICIPAL WIDE PRIORITY ISSUES

While EMLM priorities have largely remained the same over the last few years, there need to accelerate the achievement against these has intensified. EMLM is challenged to accelerate the implementation of service delivery interventions which culminate in the achievement of the 20 priorities. The implementation of projects to achieve municipal priorities occurs in a changing political and economical landscape that has limited the municipality's ability to raise sufficient revenue and attain the requisite political stability necessary to accelerate service delivery. The continuing tensions caused by re-demarcation processes and locational preferences undermine the municipality's effort to accelerate service delivery in a political stable communities.

The need to prioritise the implementation of EMLM's priorities requires compelling agreement of areas that require immediate attention. The recognition for re-prioritisation of municipal projects should be seen within the context of changing mechanisms and systems of delivering basic municipal services. EMLM has to find new ways of engaging the District municipality to accelerate the delivery of water services in ways that continue to improve the quality of life of its residents.

Despite the location of the priority, community have continued to highlight basic services such as water, sanitation and electricity as key priorities. Table 33 outlines key priority issues which have been raised during the IDP consultation sessions and other political meetings and community engagements:

## 1.3. IDP PRIORITY ISSUES

IDP PRIORITY ISSUES	
<b>Issue 1:</b>	Powers, Duties and Functions
<b>Issue 2:</b>	Organisational Restructuring and Transformation
<b>Issue 3:</b>	Financial Management
<b>Issue 4:</b>	Good Governance and Communication
<b>Issue 5:</b>	Spatial Restructuring and Land Use Management
<b>Issue 6:</b>	Land Reform and Land Administration
<b>Issue 7:</b>	Housing
<b>Issue 8:</b>	Health and Welfare
<b>Issue 9:</b>	Education
<b>Issue 10:</b>	Culture, Sport and Recreation
<b>Issue 11:</b>	Safety and Security
<b>Issue 12:</b>	Emergency Services
<b>Issue 13:</b>	Post and Telecommunication
<b>Issue 14:</b>	Cemeteries
<b>Issue 15:</b>	Water and Sanitation
<b>Issue 16:</b>	Electricity Supply
<b>Issue 17:</b>	Roads, Storm-water and Transportation
<b>Issue 18:</b>	Waste Management
<b>Issue 19:</b>	Environmental Management
<b>Issue 20:</b>	Economic Development and Job Creation

## 1.4. LEGAL AND POLICY CONTEXT

The transformation of local government is based on a number of constitutional provisions and policy imperatives.

## **1.5. OBJECTIVES OF LOCAL GOVERNMENT**

### **1.5.1. THE CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA ACT, 1996**

The Constitution provides a framework for a system of local government, which became operational in 2000. The Constitution sets forth the aims of local government in terms of democratic accountability, provision of sustainable services, social and economic development, environmental care, and community involvement. This framework is complemented by a number of important pieces of legislation.

The Constitution states that the objects of local government are:

- a) To provide democratic and accountable government for local communities;
- b) To ensure the provision of services to communities in a sustainable manner;
- c) To promote social and economic development;
- d) To promote a safe and healthy environment; and
- e) Encourage the involvement of communities and community organisations in the matters of local government.

The Constitution provides the basis for integrated development planning in South Africa. Chapter 7 of the 1996 Constitution and, also, Chapters 3 and 13, deals respectively, with principles of cooperation and local government finances.

Both the legislative and executive authority of a municipality vests in the municipal council. The Constitution does not provide for separation of executive and legislative powers at municipal level. Therefore, a municipal council can exercise both legislative and executive functions, unlike a provincial legislature or Parliament. The Municipal Structures Act provides for some separation of power through the election of a municipal executive, which exercises most executive powers at municipal level.

The executive in a municipality could be an executive committee, elected by the council from amongst its members. The council elects one member of the committee as mayor. Municipal executive power could also be vested in an executive mayor, elected by the council from amongst its members. Finally, the council as a whole would also act as the municipal executive in which case the speaker of the municipality is called the Mayor.

### **1.5.2. THE DEVELOPMENT FACILITATION ACT, 1995**

The Development Facilitation Act seeks to promote efficient and integrated land development that promotes:

- Promoting efficient and integrated land development that amongst other things:
- Integrate rural and urban areas, integrates poor and rich integrates different land users rather than keeping them strictly separates;
- Makes maximum use of all available resources and avoids duplicating existing infrastructure and services;
- Promotes development of housing and work opportunities near to each other;
- Encourage environmentally sustainable practices and process;
- Establishing viable communities;
- Protecting the environment; and
- Meeting the basic needs of all citizens in an affordable manner.

The DFA embodies extraordinary measures to facilitate the implementation of reconstruction and development projects. The DFA and the Municipal Systems Act further contribute to the creation of a developmentally oriented service delivery planning system in local government.



### **1.5.3. THE WHITE PAPER ON LOCAL GOVERNMENT, 1998**

The White Paper on Local Government of 1998 defines developmental local government as 'local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives.' Local Government is required to take a leadership role, involving and empowering citizens and stakeholder groups in the development process, in order to build social capital and generate a sense of common purpose in finding local solutions for sustainability.

The White Paper on Local Government (1998), views integrated development planning as a way of achieving developmental local government. In terms of this, IDPs are intended to:

- Align scarce resources around agreed policy objectives and programmes;
- Ensure integration between sectors within local government;
- Enable alignment between national, provincial and local government; and ensure transparent interaction between municipalities and residents, making local government accountable.

The White Paper also outlined policy principles that IDP must follow, and developed broad guidelines, seeing IDPs as a form of strategic, medium term planning, encouraging a multi-sectoral approach to development.

### **1.5.4. THE MUNICIPAL DEMARCATION ACT, 1998 (ACT 27 OF 1998)**

The Local Government: Municipal Demarcation Act 27 of 1998 establishes the Municipal Demarcation Board, responsible for municipal boundaries and important advisory functions.

The Municipal Demarcation Act put into effect the order of the Constitution for the founding of an entity to decide municipal boundaries by establishing the Municipal Demarcation Board (MDB), including as criteria such factors as areas under traditional authority, infrastructure and facilities, and patterns of settlement and of land use, extant and foreseen. In the course of determining boundaries for local government, much amalgamating occurred in furtherance of the MDB's additional mandate of reducing the total number of local authorities.

The main thrust of the Act is to configure municipal boundaries in ways that significantly contribute to improving planning and budgeting for purposes of service delivery. In this way, the Act seeks to address problems regarding the fiscal alignment with (a) boundary determinations, (b) authorisations to perform certain functions and (c) adjustments of powers and functions between municipalities.

### **1.5.5. THE MUNICIPAL STRUCTURES ACT, 1998 (ACT 117 OF 1998)**

The Local Government: Municipal Structures Act 117 of 1998, -provides for the establishment of municipalities, their internal structures and the division of powers between local and district municipalities.

The Structures Act gives District municipalities the responsibility for integrated development planning for the entire district area, including a framework for integrated development plans for all local municipalities. In other words, district municipalities have a responsibility for inter-local co-ordination, and for links with provincial and national departments. While each local municipality and the district municipality produces their own plan, and conducts their own participatory processes, the role of the district municipality is to ensure that there is a joint district strategy, that the IDPs within the municipality are aligned with each other, and with the district IDP. In this regard, the Greater Sekhukhune District Municipality (GSDM) is responsible to support the planning activities of EMLM.

### **1.5.6. THE NATIONAL ENVIRONMENTAL MANAGEMENT ACT, 1998 (ACT 107 OF 1998)**

Sustainable development is central to creating sustainable and integrated human settlements and development. The NEMA defines sustainable development as follows:

Sustainable development means the integration of social, economic and environmental factors into planning, implementation and decision-making so as to ensure that development serves present and future generations’.

Sustainable development thus recognizes the interdependence of environmental, social and economic systems. It promotes equality and justice through people empowerment and encourages conserving and enhancing the resource base, by gradually changing the ways in which technologies are developed and being used, and implies to meet basic needs of employment, food, energy, services and infrastructure development.

The IDP should strive to reflect the principles of sustainable development.

#### **1.5.7. THE MUNICIPAL SYSTEMS ACT, 2000 (ACT 32 OF 2000)**

The Local Government: Municipal Systems Act 32 of 2000 provides the framework for local government functioning, including integrated development planning, community participation and service delivery.

#### **1.5.8. THE MUNICIPAL FINANCE MANAGEMENT ACT, 2003 (ACT 56 OF 2003)**

The Local Government: Municipal Finance Management Act (MFMA) aims to modernise budget and financial management practices by placing local government finances on a sustainable footing. The Act also puts in place a sound financial governance framework by clarifying and separating the roles and responsibilities of the mayor, executive and non-executive councillors and officials.

Section 2 of the Act stipulates that the objective of the Act is to secure sound and sustainable management of the fiscal and financial affairs of municipalities and municipal entities by establishing norms and standards for:

- (a) Ensuring transparency, accountability and appropriate lines of responsibility in the financial affairs of those institutions;
- (b) The management of their revenues, expenditure, assets and liabilities and the handling of their financial dealings;
- (c) Budgetary and financial planning processes and the coordination of those processes with those of the other spheres of government,
- (d) Borrowing;
- (e) The handling of financial problems in municipalities; and
- (f) Other financial matters.

The MFMA envisages the development of a closer alignment between the compilation of the IDP and determination of municipal budgets. Section 21(1) states that the Mayor of a municipality must co-ordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget-related policies. This will ensure that the tabled budget and any revision of the IDP and budget-related policies are mutually consistent and credible.

#### **1.5.9. THE INTERGOVERNMENTAL RELATIONS ACT, 2005 (ACT 13 OF 2005)**

The Intergovernmental Relations Act 13 of 2005 (IRFA) provides a framework for local government's participation in intergovernmental relations.

#### **1.5.10. THE MUNICIPAL ELECTORAL ACT, 1998 (ACT 27 OF 2000)**

The Local Government: Municipal Electoral Act 27 of 2000 regulates local government elections.

#### **1.5.11. THE RECONSTRUCTION AND DEVELOPMENT PROGRAMME**

Reconstruction and Development Programme (RDP) is a socio-economic policy framework implemented by the post-apartheid democratic government to inform the developmental agenda.

The aim in developing and implementing the RDP was to address the immense socioeconomic problems brought about by the consequences of the struggle against its predecessors under the Apartheid regime. Specifically, it set its sights on alleviating poverty and addressing the massive shortfalls in social services across the country.

The RDP identifies the poverty alleviation and a stronger economy as deeply interrelated and mutually supporting objectives. It stated that development without growth would be financially unsustainable, while growth without development would fail to bring about the necessary structural transformation within South Africa's deeply inequitable and largely impoverished population.

The RDP is an integrated, coherent socio-economic policy framework that seeks to mobilise South Africans and their associated resources toward the final eradication of apartheid and the building of a democratic non-racial and non-sexist future. It lays a foundation for municipal planning.

Amongst the six principles outlined by the RDP is the need for an integrated, well-coordinated and sustainable programme, to be conducted in and integrated amongst all three spheres of government, along with civil society, business and parastatals.

## **1.5.12. OTHER LEGISLATIVE AND POLICY TRENDS**

### **1.5.12.1. The National Spatial Development Perspectives (NSDP)**

The purpose of the NSDP is to guide government of where it government direct its investment and development initiatives to ensure sustainable and maximum impact and what kinds of spatial forms and arrangements are more conducive to the achievement of our objectives of democratic nation building and social and economic inclusion and how can government as a whole capitalise on complementarities and facilitate consistent decision making and finally move beyond mere focusing on integration and coordination procedures to establishing processes and mechanisms that would bring about strategic co-ordination, interaction and alignment.

The primarily focus of the NSDP is to facilitate alignment in intergovernmental prioritisation and resource allocation and the processes by which IDPs, PGDSs and the NSDP could be aligned. These planning instruments and the Medium Term Strategic Framework (MTSF) form the core of the South African intergovernmental planning system.

The NSDP provides a common platform for integrated development planning through making provision for (1) a district-based national perspective on the distribution of, and relationship between poverty and development potential; and (2) a set of guiding principles for infrastructure investment and development spending in each of government's 53 impact zones.

The implication of this is that the strategic coordinating development planning instruments (IDPs, PGDS's), as well as the other instruments, mechanisms, systems and structures in the intergovernmental landscape, have to be grounded in the common platform provided by the NSDP.

The spatial perspective thus becomes the centre of alignment and coordination, forming the platform for discussions on the development potential of the space economy and serving as a frame of reference for guiding government actions. Prioritisation and resource allocation by the three spheres of government is in this context aligned in the preparation and review of PGDSs and IDPs through:

- Reaching agreement on the spatial location of development potential and need/poverty in provinces and district/metropolitan municipal areas;
- Aligning infrastructure investment and development spending in the 47 district and six metropolitan municipalities in accordance with the NSDP principles in this regard; and
- Mutually monitoring and assessing government development planning and implementation.

The NSDP puts forward a set of normative principles, which recommend the focusing of the bulk of government fixed investment in areas with development potential. It is argued that these areas present the greatest possibility for both economic growth and poverty alleviation. These principles are as follows:

- 1) Economic growth is a pre-requisite for the achievement of other policy objectives, key amongst which would be poverty alleviation;
- 2) Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities), should therefore be focused on localities of economic growth and/or economic potential in order to gear in private sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities;
- 3) Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential;
- 4) Government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence which would enable people to become more mobile and migrate, if they chose to, to localities that are more likely to provide sustainable employment or other economic opportunities; and
- 5) In order to overcome the spatial distortions of Apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres. Infrastructure investment and development spending should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

The revised IDP read with the municipality's LED strategy begins to identify areas that present the greatest possibility for both economic growth and poverty alleviation

#### **1.5.12.2. Sekhukhune 2025 Growth and Development Strategy (SGDS)**

The SGDS identifies growth sectors to drive economic growth and social development in their entire District area. The SGDS is structured into three components:

1. Baseline research which outlines trends analysis in various thematic issues that are considered as shaping the District's present and future. These include a whole range of social, economic, political and environmental trends;
2. Four scenarios on different types of futures that might be experienced in Sekhukhune, depending on particular choice of policy positions; and
3. Investment plans which details short-to-medium term priority plans to be pursued by the District.

The SGDS seeks to outline the long-term development trajectory of the area. The SGDS highlighted development areas requiring significant and targeted focus. Key to the areas threatening development interventions is water scarcity. The report on the review and update of the SGDS alludes to the contestations and sustained pressure from industry, agriculture and domestic consumption on the already overstretched basins of the Olifants and Steelpoort Rivers running through the district.

The reviewed SGDS further identifies crime as a major concern. The review highlights the high prevalence of (1) violent crime and (2) vehicle accidents and deaths caused by drunken driving in the District. Incidents of crime pose a threat to the expansion of tourism in the District. Transport is another area of concern to the implementation of development programmes in the District area. Lack of rail in the District further compounds transport challenges in the District.



As noted in the SGDS, the lack of a rail link means that the growth of the economy of the district is highly dependent on road connectivity and on quality roads. On both scores, i.e. (1) the connectivity, and (2) the quality of roads, the situation is not good, and not only posing a serious challenge to the economic development of the district, but also contributing to road deaths in the district (see Department of Roads and Transport, 2008).

The SGDS outlined rural poverty as a threat to economic growth and development. It also acknowledged the threat of climate change. Notwithstanding the concerns raised in the SGDS, the District has endeavoured to explore various proposals to guide economic growth and development in the area. EMLM has recognised the proposals presented in the SGDS and attempted to align them to the strategies in this IDP. The section on intergovernmental framework and alignment outlines EMLM contributions to the District's IGR framework.

### **1.5.12.3. Limpopo Province Growth and Development Strategy**

In the case of the Elias Motsoaledi Local Municipality the three most important (although not the only) directives in this regard are the Limpopo Growth and Development Strategy (PGDS), the Integrated Development Plan of the GSDM, and the Millennium Development Goals 2014.

The PGDS (2004-2014) is the strategic framework for the Limpopo Provincial Government that sets the tone and pace for growth and development in the province. It addresses the key and most fundamental issues of development spanning the social, economic and the political environment and was developed from the following:

- National policies and strategies
- Provincial strategies
- Local Government plans (e.g. Integrated Development Plans) and strategies

The PGDS is considered a strategic document in as far as it ties provincial policies with national policies while it spells out strategies on a sectoral level. Moreover, the PGDS also serves as guideline to provincial departments and local government/organisations when they lay out their budget allocations in the light of key growth and development priorities at the beginning of each budgeting cycle. It is thus essential that the issues and programmes emanating from IDPs be compatible with the priority areas of the PGDS.

Limpopo Province identified several priority areas of intervention as part of the Provincial Growth and Development Strategy, namely:

- Economic Development (i.e. investment, job creation, business and tourism development and SMME development)
- Infrastructure Development (i.e. urban/rural infrastructure, housing and land reform)
- Human Resource Development (i.e. adequate education opportunities for all)
- Social Infrastructure (i.e. access to full social infrastructure)
- Environmental Development (i.e. protection of the environment and sustainable development)
- Good Governance (i.e. effective and efficient public sector management and service delivery).

## 1.6. POWERS AND FUNCTIONS

Section 84(2) of the Municipal Structures Act 1998 states that a local municipality has the functions and powers assigned to it according to Section 83(1) which section states that a municipality has the functions and powers assigned to it in terms of sections 156 and 229 of the Constitution.

The municipalities powers and functions as per the Municipal Structures Act 117 of 1998, the constitution act 108 of 1996 and in terms of Notice No.1 of 2003 published in Gazette No.878 dated 07 March 2003 imposes but not limited to the following responsibility to the Infrastructure Department of the municipality:

### POWERS AND FUNCTIONS OF ELIAS MOTSOLEDI LOCAL MUNICIPALITY

<b>Key: ATP = authority to perform function; PF = municipality performed the function; ESP = External Service Provider; S78 = Section 78 complete; SDA = Service Delivery Agreement</b>						
Functions of the Local Municipality according to the Constitution Section 156(1) and Section 155(6)(a) and (7)	ATP	PF	ESP	S78	SDA	Personnel
Air pollution	Yes	Yes		N/A	N/A	1
Building regulations	Yes	No		No	No	6
Child care facilities	Yes	No		No	No	0
Electricity and gas reticulation	Yes	Yes	Eskom	No	Yes	5
Fire fighting services	No	Yes		No	No	4
Local tourism	Yes	Yes		No	No	1
Municipal airports	Yes	Yes		No	No	1
Municipal planning	Yes	Yes		No	No	1
Municipal health services	No	No				0
Municipal public transport	Yes	Yes		No	No	1
Pontoons and ferries	Yes	No				0
Storm water management systems	Yes	Yes		No	No	8
Trading regulations	Yes	Yes		No	No	2
Water-potable water supply systems	No	Yes		No	No	25
Sanitation services	No	Yes		No	No	25
Domestic waste-water and sewage disposal						
Beaches and amusement facilities	Yes	No				0
Billboards and the display of advertisements in public places	Yes	Yes		No	No	2
Cemeteries, funeral parlours and crematoria	Yes	Yes		No	No	12
Cleansing	Yes	Yes	Yes	No	Yes	2
Control of public nuisance	Yes	Yes		No	No	0
Control of undertakings that sell liquor to the public	Yes	No		No	No	1
Facilities for the accommodation, care and burial of animals	Yes	Yes		No	No	3
Fencing and fences	Yes	No				0
Licensing of dogs	Yes	Yes		No	No	5
Licensing and control of undertakings that sell food to the public	Yes	Yes		No	No	2
Local amenities	Yes	No				0
Local sports facilities	Yes	Yes		No	No	22
Markets	Yes	No				0
Municipal abattoirs	Yes	No				0
Municipal parks and recreation	Yes	Yes		No	No	22

Key: ATP = authority to perform function; PF = municipality performed the function; ESP = External Service Provider; S78 = Section 78 complete; SDA = Service Delivery Agreement						
Functions of the Local Municipality according to the Constitution Section 156(1) and Section 155(6)(a) and (7)	ATP	PF	ESP	S78	SDA	Personnel
Municipal roads	Yes	Yes		No	No	19
Noise pollution	Yes	Yes		No	No	5
Pounds	Yes	No				0
Public places	Yes	Yes		No	No	5
Refuse removal, refuse dumps and solid waste disposal	Yes	Yes	Yes	No	Yes	2
Street trading	Yes	Yes		No	No	2
Street lighting	Yes	Yes	Eskom	No	Yes	5
Traffic and parking	Yes	Yes		No	No	8

From the above it can be concluded that the division of powers, duties and functions pertaining to the following services and/or the signing of Service Level Agreements need to be sorted out as a matter of urgency in the Elias Motsoaledi Local Municipality:

- Portable water.
- Fire fighting.

## 1.7. MEC'S ASSESSMENT AND EMLM RESPONSES ON THE IDP FOR 2009/2010

Both national and provincial governments have a constitutional duty to monitor local government. The Constitution provides in section 155(6) (a) that provincial governments must provide for the monitoring and support of local government in the province. Section 155(7) of the Constitution provides that national and provincial governments must see to the performance of municipalities.

Legislation requires that a Member of the Executive Committee (MEC) of the Provincial Government upon which the municipality is located should monitor and support the development of IDPs of municipalities within the Province. The MEC responsible for local government to:

- Monitor the process followed by the municipality in terms of section 29 of the Systems Act of 2002;
- Assist a municipality with the planning, drafting, adoption and review of its IDP;
- Facilitate the co-ordination and alignment of IDPs of different municipalities, including those of a district municipality and the local municipalities within its area; and
- The IDP of a municipality with the plans strategies and programmes of national and provincial organs of state; and
- Take any appropriate steps to resolve disputes or differences in connection with the planning, drafting, adoption or review of an integrated development plan between a municipality and the local community; and different municipalities.

In fulfilling this requirement the MEC has assessed and made recommendations on the 2009/2010 IDP. The MEC's assessment of the municipality's IDP has revealed the following:

Plans / Programmes	Elias Motsoaledi	Recommendation/Remedial Action
Municipal Institutional Plan	Not Available	EMLM recognises the importance of aligning its organisational structure to its constitutional, political mandate and strategic direction. In view of this acknowledgment, the municipality would be developing a municipal institutional plan as part of its turn-around strategy aimed at improving governance and project clean-audit report.
5/3 Year Financial Plan	Not Available	The EMLM has a medium –term financial plan. The municipal

Plans / Programmes	Elias Motsoaledi	Recommendation/Remedial Action
		would be developing a 5-year Financial Plan as part of its turn-around strategy.
Risk Management Plan	Not Available	The municipality will be developing a Risk Management Plan as part of the outsourced Internal Audit function. The Risk Management Plan will be developed and approved in the new municipal fiscal year (2010/2011).
Tourism Development Strategy	Not Available	EMLM's LED strategy identifies tourism as one of the key economic growth sector. EMLM would develop a comprehensive Tourism Development Strategy to implement tourism initiatives in the 2010/2011 financial year.
Waste Management Plan	Not Available	The EMLM Council has approved a Waste Management Plan. The municipality would continue to enhance the implementation of this plan in order to meet national objectives and targets.
Environmental Management Plan	Not Available	The municipality plan to complete the process of developing a comprehensive Environmental Management Plan and Air Quality Management Plan as part of its endeavour to contribute to reduce effects of climate change and other environmental challenges threatening sustainable development. In addition, a capacity building programme will be development to capacitate municipal officials responsible for the implementation of environmental management plan and enforcement of relevant by-laws.
Air Quality Management Plan	Not Available	
HIV/Aids Plan	Not Available	The municipality has decided to develop a comprehensive two-pronged HIV/AIDS Plan. One component of the plan will deal with workplace based HIV/AIDS and the other component will focus on the wide community. The comprehensive HIV/AIDS will form part of special programmes and be mainstreamed within the overall programmes of the municipality.
Poverty Alleviation & Gender Equity Plan	Not Available	While the implementation of municipal programmes designed to alleviate the plight of the poor and specific groups such as women, children, people with disabilities, youth and the aged drives service delivery, the municipality would strive to segregate the implementation plan to demonstrate specific and targeted focus to the poor and women.
Integrated Transport Plan	District Function	EMLM would develop a localised Integrated Transport Plan (ITP) to complement the District ITP. This would assist the municipality to fulfil its responsibility on municipal public transport.
Organizational PMS	Not Available	The municipal Council has recently approved the PMS Framework. The PMS framework defines and aligns the individual and organisational PMS. The municipality would further initiate various programmes to cascade PMS to lower levels. In addition, the municipality is exploring the implementation of an electronic PMS to improve on data collection, monitoring and evaluation and reporting.



## **1.8. INTERGOVERNMENTAL FRAMEWORK AND ALIGNMENT**

Cooperative governance is at the heart of a developmental local government. In this regard, the District has initiated a number of IGR structures that seek to implement coordinated planning and implementation of key strategic programmes.

### **1.8.1. PLANNING FORUMS**

#### **1.8.1.1. The District Planning Forum**

The District Planning Form is constituted by various stakeholders. The stakeholders in the Planning Forum include other sector departments and government-owned agencies such as ESKOM, National Developmental Agency, Limpopo Development Agency and Provincial Departments.

The District Planning Forum is a platform to share ideas on planning and LED issues. The Forum acts as a reporting platform to report on progress made towards the implementation of sector plans and programmes delivered by the District municipality.

#### **1.8.1.2. Integrated Development Planning (IDP) Forum**

The main purpose of the IDP Forum is to share ideas on ways and means of improving the IDP processes within the District area. The IDP Forum facilitates the sharing of best practices in the planning processes. The Forum is geared to improve the credibility of the District and LMs' IDPs. The Forum provides the basis to align statistics and information on development status of the District and LMs. In this way, planning information is synthesised and aligned in the District and its LMs.

#### **1.8.1.3. The District Performance Management System (PMS) Forum**

The PMS Forum is responsible to share ideas on the implementation of the performance management systems in the District and LMs. The Forum further creates opportunities to share best practices on the cascading of the PMS throughout the municipal organisation. The Forum allows for the development of common tools and instruments to review and conduct appraisals. The Forum strives to encourage the development of common performance measures (KPIs and targets) to ensure effective reporting.

#### **1.8.1.4. The District Mayor's Forum**

The District Mayors' Forum sets the District-wide strategic direction and articulate strategic objectives and priorities that should guide planning and allocation of resources in the District and its LMs. The Forum coordinates the monitoring and evaluation of District-wide service delivery programmes and projects.

It is important that the District and LMs identify a set of key, strategic KPIs and targets that should be included in the performance plans and scorecards of the District municipal manager and municipal managers of the five local municipalities. The identified strategic KPIs and targets must reflect the chosen development themes and priorities of the District Mayor and political term. In this way, the District and its local municipalities would rally around common programmes and projects.

### **1.8.2. IGR PROGRAMMES AND PROJECTS**

#### **1.8.2.1. The District Planning Forum**

EMLM would endeavour to ensure that the District Planning Forum develops programmes that would improve planning processes including the creation of a baseline database on key performance areas such water, sanitation and electricity. The creation of a baseline database would reduce inaccurate baseline information which undermines adequate allocation of financial resources.

EMLM would encourage not meaningful participation but also adequate representation of municipalities in the forum. The District, LMs and other stakeholders would be encouraged to deploy senior managers in the Forum in order to ensure that decisions are taken speedily.

#### **1.8.2.2. The District PMU Forum**

EMLM is suggesting the creation of a PMU focused forum that would create a platform for project managers to share ideas and information on projects within the District area. The District PMU forum would further develop service charters to guide implementation of projects. This Forum should ultimately lead to the institutionalisation of a PMU shared services.

#### **1.8.2.3. E-Performance Management System**

Culminating from the District intergovernmental forums is the development of a common, electronic PMS for the District and LMs to ensure effective reporting and monitoring of service delivery programmes. The development of a common electronic PMS in the District and LMs will ensure the development of common data collection systems and reduce delays in reporting times.

### **1.8.3. SERVICE DELIVERY PROGRAMMES**

Since the democratic local government elections of the 5th December 2000, EMLM has strived to provide water and sanitation to its residents and communities. The provision of water and sanitation is geared towards improving the quality of life of our residents and communities. The provision of water and sanitation is further intended to realise the objects of a developmental local government.

The District and its LMs should expedite the completion of the section 78 process on water services in order to ensure adequate implementation of water programmes and projects. Expediting the transfer of water services should culminate in the development of programme with definite targets to reduce the backlogs. EMLM sees water services as a foundation for effective local IGR. In this regard, EMLM would continue to participate in endeavours aimed at reducing the huge backlogs threatening service delivery in the municipal area.

#### **1.8.4. SPECIAL FOCUS PROGRAMMES**

The IGR structures remain the key forum to streamline special programmes and projects in the District-wide area. This includes the development of special purpose vehicles to implement HIV/AIDS, Disability, Gender and Youth Development initiatives. In the past financial year, EMLM has developed a programme to support the aged in the municipal area.

EMLM is committed to play a vital role in the development of special programmes within the District-wide area. We hope to see the development of policies and implementation plans which are mainstreamed within the overall business processes of the municipalities.

## **1.9. IDP/BUDGET REVIEW STRUCTURES ROLES AND RESPONSIBILITIES AND INSTITUTIONAL ARRANGEMENTS**

The IDP review process manifest legislative requirements and policy provisions. Inclusiveness is at the heart of the IDP review process. The IDP review process requires the involvement of a number of stakeholders to ensure not only legitimacy but also ownership of development proposals.

In order to ensure that the outputs of the IDP reflect the interests of all residents, communities and other interest groups in the municipal area, the municipality has developed a framework to outline roles and responsibilities of various stakeholders in the IDP process. The stakeholders are categorised into internal and external stakeholders:

### 1.9.1. INTERNAL ROLE PLAYERS

ROLE PLAYERS	ROLES AND RESPONSIBILITIES
<b>COUNCIL</b>	<ul style="list-style-type: none"> <li>• Prepare, decide on &amp; adopt the IDP Review Process Plan.</li> <li>• Ensure participation of all stakeholders.</li> <li>• Develop procedures for participation and consultation.</li> <li>• Ensure that that IDP Review is in line with all the Sector Plan requirements.</li> <li>• Verify the alignment of the reviewed IDP report with the District framework.</li> <li>• Approve and adopt the reviewed IDP.</li> </ul>
<b>EXCO</b>	<ul style="list-style-type: none"> <li>• Decide on the process plan for the review.</li> <li>• Oversee the overall co-ordination, monitoring, management of the review process.</li> <li>• Identify internal officials and councillors for different roles &amp; responsibilities during the review process.</li> </ul>
<b>MUNICIPAL MANAGER</b>	<ul style="list-style-type: none"> <li>• Overall Accounting Officer.</li> <li>• Delegate roles and responsibilities for officials in the IDP Review Process.</li> <li>• Responds to public, district and provinces on the outcome and process of the review.</li> <li>• Ensure vertical and cross municipal co-ordination of the review.</li> </ul>
<b>DIRECTORS</b>	<ul style="list-style-type: none"> <li>• Co-operate and participate fully in the IDP Review Process.</li> <li>• Provide relevant departmental info budgets in the review process.</li> <li>• Helps in the review of implementation strategies during the review.</li> <li>• Assist the Strategic Director and Municipal Manager in preparing detailed project implementation score cards for project evaluation process.</li> </ul>
<b>IDP/BUDGET STEERING COMMITTEE</b>	<ul style="list-style-type: none"> <li>• To provide technical assistance to the Mayor in discharging the responsibilities as set out in Section 53 of the MFMA</li> </ul>

### 1.9.2. EXTERNAL ROLE PLAYERS

The notion of IDP seeks to promote collaboration and coordination between all spheres of government. It provides the basis for alignment and harmonisation of all government programmes and projects in the municipal area. External roles players bring an external, objective view based on innate development experience of communities and sector departments to the planning process of the municipality. In this regard, EMLM has outlined the role of external players in EMLM's IDP process:

ROLE PLAYER	ROLES AND RESPONSIBILITIES
<b>COMMUNITIES</b>	<ul style="list-style-type: none"> <li>• Participate in the IDP Rep Forum.</li> <li>• Assist analyze issues and predetermine project priorities.</li> <li>• Give input and comment on the reviewed draft IDP document.</li> <li>• Assists in addressing weaknesses in the current project implementation programmes.</li> <li>• Serve as watch dog during the implementation of the reviewed projects &amp; programmes.</li> <li>• Any addition.</li> </ul>

ROLE PLAYER	ROLES AND RESPONSIBILITIES
PROVINCIAL GOVERNMENT AND SECTOR DEPARTMENT	<ul style="list-style-type: none"> <li>Ensuring alignment of District and Local Municipalities' IDP's horizontally.</li> <li>Ensure sector alignment between Provincial Sector Department Plans and the IDP Review Process.</li> <li>Assist municipalities during the IDP Review Process.</li> <li>Assist the municipality during the review process.</li> <li>Assist the municipality financially during the review process.</li> <li>Provide support and monitor the municipality during the review.</li> <li>Study comments on the reviewed report.</li> </ul>

### 1.9.3. PROCESS OVERVIEW 2010/2011

Section 21 (1) (6) of the MFMA prescribes that the Mayor of a Municipality must at least 10 months before the start of a financial year, table in Council a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget and also the review of the Integrated Development Plan.

The municipality hopes to conclude the review process for the 2010/2011 towards the end of May 2011. Below is the timetable for the budget process for 2010/2011 municipal fiscal year.

### 1.9.4. BUDGET PROCESS FOR 2010/2011

WHEN	WHAT
July 2010	<ul style="list-style-type: none"> <li>Review previous year's budget process (MTEF to be included)</li> <li>Complete budget Evaluation checklist</li> <li>Mayor provide political guidance over budget process and priorities</li> </ul>
August 2010	<ul style="list-style-type: none"> <li>Establish Committees / Consultation forms</li> </ul>
September 2010	<ul style="list-style-type: none"> <li>Consultation with established Committees and consultation forms</li> <li>IDP coordinator, MM's office to have joint meetings with steering Committee and Districts reps.</li> </ul>
October 2010	<ul style="list-style-type: none"> <li>Council through IDP review process determined strategic objectives for service delivery and development for next three years budget including review for District, Provincial and National Sector and strategic plans.</li> </ul>
November 2010	<ul style="list-style-type: none"> <li>Determine revenue projections and proposed tariffs and drafts initial allocations per function and department for next financial year. (NB: Strategic objectiveness to be considered).</li> </ul>
	<ul style="list-style-type: none"> <li>Consult with the District on sector specific programs for alignment (Schools, Clinics, Water, Roads, etc.)</li> <li>Consult with ward committees and Councilors on IDP project.</li> </ul>
December 2011	<ul style="list-style-type: none"> <li>Quarterly review of 09/ 10 budget and IDP, related policies, amendments (if necessary), any related consultative process.</li> <li>Take cognizance of National Political and budget plans and possible price increases in bulk services.</li> <li>Consult with established Committees and stakeholders Committees.</li> </ul>
January 2011	<ul style="list-style-type: none"> <li>Begin preliminary preparation of proposed budget for next financial year with consideration being given to post performance.</li> </ul>



February 2011	<ul style="list-style-type: none"> <li>• Review and draft initial changes to IDP.</li> <li>• Finalize tariffs.</li> <li>• Review of proposed plans against broad policy directed by Mayor and Municipal Manager.</li> <li>• Finalize proposed budget and plans for next financial year with consideration being to past performance.</li> <li>• Midyear performance review, review IDP, related policies, amendments, any related consultative process.</li> </ul>
March 2011	<ul style="list-style-type: none"> <li>• Submission of proposed budget, IDP and plans for the next three years to the Mayor.</li> <li>• Submission of proposed budget, IDP and plans to the Portfolio Committees.</li> <li>• Issue notice of Special Council meeting to consider proposed budget.</li> <li>• Council considered proposed budget and IDP for the next three years.</li> <li>• Submit approved budget and IDP to National and Provincial treasury.</li> </ul>
April 2011	<ul style="list-style-type: none"> <li>• Quarterly review of 2010/2011 budget, IDP, related policies, amendments (if necessary), any related consultative process.</li> <li>• Consultation with NT and PT, Community participation and stakeholders' consultation.</li> <li>• Mayor to consider all submissions emanating from consultative process taking into account third quarterly review of current year.</li> <li>• Submission of budget, IDP, SDBIP and Budget Process for 0/08 to Portfolio Committees.</li> <li>• Submission of budget to Executive Committee.</li> <li>• Council</li> <li>• Draft performance agreements of Municipal Manager and Directors to the Mayor.</li> <li>• Public SDBIP, revenue and expenditure projections for each month, Service delivery targets and performance indicators for each quarter.</li> </ul>
May 2011	<ul style="list-style-type: none"> <li>• Consider views of local community, National Treasury, Provincial Treasury and other government departments.</li> <li>• Consider budget for approval and approve taxes, tariffs, changes to IDP and Budget related policies.</li> <li>• Tabling of IDP to council for final approval</li> <li>• Copies of approved IDP and top layer SDBIP are made available to the public. Serviced delivery and implementation plan and performance agreements are submitted to the Council.</li> <li>• Submit draft SDBIP within 14 days after approval of the budget to the Mayor</li> <li>• Approval of SDBIP and performance contracts of municipal manager and senior managers within 28 days after budget approval.</li> </ul>

#### 1.9.5. CONSULTATION DATES:

The following table provides a clear illustration of the types of consultation, stakeholders, dates on which the various consultations will take place and the respective venues.

No	Topic	Date	Time	Venue
1	Submission Of Inputs From All Wards	Oct 2010 To Dec 2010	07h00-16h15	Strategic Directors Office
2	IDP-Budget Inputs First Draft Presented To Steering Committee	27 Feb 2011	10h00	Committee Room
3	Presentation Of Draft IDSP-Budget To Council For Inputs	31 Mar 2011	14h00	Municipal Chamber
4	Draft IDP-Budget Stakeholders Consultation	4 Apr 2011	10h00	Municipal Chamber

	(Magoshi's)			
5	Draft IDP-Budget Ward Visits (Ward 1-29)	8-23 April 2011	10h00	In All Wards
6	First IDP-Budget Forum To Discuss The Performance Of 2010-2011 And Make Inputs	29 April 2011	10h00	Municipal Chamber
7	Draft IDP-Budget Advertise For Inputs	1 April – 2 May 2011	7h30	Municipal Satellite Offices And Media
8	Second IDP-Budget Forum To Discuss The Consolidation Of Projects And The Presentation Of The Second Draft	22 May 2011	10h00	Municipal Chamber
9	Adoption Of 2011-2012 Reviewed IDP-Budget	30 May 2011	12h00	Municipal Chamber

## 2. SITUATIONAL ANALYSIS

### 2.1. CURRENT SITUATION

The Elias Motsoaledi Local Municipality (EMLM) is predominantly rural in nature with a high unemployment rate and resulting in high poverty levels. The EMLM is linked with many other places through shared environmental, social and economic systems and structures. The most apparent of these links are with neighbouring and nearby municipalities across Greater Sekhukhune District Municipality. The EMLM is also integral to the Provinces of Limpopo and Mpumalanga. It forms part of the Sekhukhune District Municipality and has significant development potential in sectors such as agriculture (both horticulture and livestock) and tourism.

The development information presented in this section is intended to form the development of strategies and interventions aimed fulfilling the municipality's vision of a **better life for all through service excellence**. Creating a better life for all through service excellence is predicated on the notion of a developmental local government as espoused by the Constitution and the White Paper on Local Government.

Without adopting a strategic approach that promotes integrated development planning in a cooperative manner and solid partnerships with other spheres of government, the possibility of decisively dealing underdevelopment and poverty is limited. It therefore critical that the EMLM prepares an IDP document that reflects national, provincial and District imperatives and strategic thrusts that pushes away the frontiers of poverty and facilitate growth opportunities for all residents and business in the municipal area. The revised 2008/2009 IDP documents is testimony to the municipality commitment to create conducive conditions that stimulate economic growth through the provision of basic municipal data and statistics that will go a long way in informing the allocation and use of limited resources in a targeted, efficient and effective manner.

### 2.2. DEMOGRAPHIC ANALYSIS

#### 2.2.1. POPULATION FIGURES

The GSDM IDP for 2009/2010 indicates that the total population of the EMLM is 247,488. This shows a 5.7% in 2007 compared to an estimated growth of 4.2% by 2010. The growth from a population of 233,215 in 2001 to 247,488 in 2007 could be attributed to natural growth and job opportunities created by the District, LMs and the overall growth in economic activities in the municipal area.

##### 2.2.1.1. Population per municipality

Municipality	Total
Fetakgomo	112,232
Elias Motsoaledi	247,488
Makhuduthamaga	262,726
Marble Hall	124,510
Tubatse	343,468
<b>Total (GSDM)</b>	<b>1,090,424</b>

Source: GSDM IDP of 2009/2010.

According to the draft scoping report social impact assessment (2006) the EMLM has a profile similar to that of the GSDM. The predominant population group in EMLM is Black African (98%. 9), followed by the White (1, 0%). In total, 12.5% of the population are under the age of 19. Just over of the population is female (55.1%).

From the table below, it is evident that 86% of the total population (about 189 000 people) reside in the Moutse and Cross Border areas.

#### 2.2.1.2. Elias Motsoaledi Local Municipality area total population

Population Group	Population 2001	% 2001	Population numbers 2007	% 2007
Blacks	218 290	98.9	244,707	98.88
Coloureds	203	0.1	6	0.00
Indian or Asian	113	0.1	579	0.23
White	2 127	0.1	2,199	0.89
<b>Grand Total</b>	<b>220 733</b>	<b>100</b>	<b>247,488</b>	<b>100</b>

Source: Stats SA Census and Community Survey 2007

The GSDM estimated a total of 51,518 households in 2005 and the average household size is 4.52 (EMLM's LED strategy, 2007). Most households are headed by a female (57.7%). 15.9% households consist of a single person, followed by households consisting of two and three persons (both at 12.9%). It is reported that slightly more than half (50.3%) of the properties are owned and fully paid for by their owners (Social impact assessment, 2006).

#### 2.2.1.3. Population and Households

Municipality	Population		No. Of Households		Average Household Size
Elias Motsoaledi	2001	2005	2001	2005	4.52
	221 638	233,215	48,762	51,518	4.52

Source: GSDM IDP of 2007/2008 Review.

The average population density (people per km<sup>2</sup>) in the EMLM is 69 people per km<sup>2</sup>. This figure is somewhat higher than the comparative figures for the Greater Marble Hall and Makhuduthamaga Municipalities but significantly lower than the comparative figures for the Fetakgomo (89) and the Tubatse Local Municipalities (141).

#### 2.2.1.4. Age Distribution

In 2001 the total figure for males and females within the age category of 0-17 was 107 616 which was 49% of the total population. In 2007 in the same age category the total population figure for males and females was 113 799 which was 46% of the total population. There was an increase of 6 183 (2.5%).

In the 18-64 age category the statistics was as follows; in 2001 the figure was 99 616 (45%) of the total population and grew to 118 925 (48%) of the total population in 2007. There was a population increase of 19 309 (8%).

In the 65+ age category in 2001 there were 13 507 (6%) of the total population. The number increased to 14 771 (6%) in 2007 of the total population. This means the population grew by 1 264 (0.5%).



### 2.2.1.5. Age and gender profile

Age Group	Male % (2001)	Male % 2001	Female % (2001)	Female % 2001	Total Population 2001	Male % (2007)	Male % 2007	Female % (2007)	Female %	Total Population 2007
0-17	53,444	24%	54,172	25%	107 616	55.762	23%	58.037	23%	113 799
18-64	40,863	18%	58,753	27%	99 616	51.934	21%	66.991	27%	118 925
65+	4,422	2%	9,085	4%	13 507	4.254	2%	10.517	4%	14 771
<b>Total</b>	<b>98,729</b>	<b>44%</b>	<b>122,009</b>	<b>56%</b>	<b>(220,738)</b>	<b>111.947</b>	<b>46%</b>	<b>135.545</b>	<b>54%</b>	<b>247 495</b>

Source: Stats SA Census and Community Survey 2007

The 0-17 age group constitutes a significant amount of the total population. This is the group that holds the key to regeneration and development efforts of any municipality. EMLM should development supportive interventions in collaboration with other spheres of government to improve educational and vocational job opportunities for this group. The municipality should find ways of contributing to early childhood development initiatives in the municipal area. The municipality should further embark on interventions to alleviate the plight of young people who have become breadwinners as a result of HIV/AIDS.

The second highest category is age 18 – 64 constituted 48% of the total population. This group is also faced by various environmental stresses that expose them to vulnerability and poverty. These include HIV/AIDS, joblessness and lack of skills. They constitute the poor and marginalised. They also constitute the highest number (45.7%) of the population that reported having had no schooling in 2001. Only 6% of the population is over the age of 65.

The proportion of females is marginally higher (54%) than that of males, the social implications of this for the municipality are significant. It is likely to imply that women head most households and thus their participation in economic activities is limited by the need to fulfil dual roles of being a provider and a nurturer. The latter role is by its very nature time intensive and emotional oriented.

### 2.2.1.6. Dependency Ratios

According to the United Nations, the total dependency ratio is the number of persons under age 15 plus persons aged 65 or older per one hundred persons 15 to 64. It is the sum of the youth dependency ratio and the old-age dependency ratio. On the other hand the youth dependency ratio is the number of persons 0 to 14 years per one hundred persons 15 to 64 years. The old-age dependency ratio is the number of persons 65 years and over per one hundred persons 15 to 64 years.

(<http://www.un.org/esa/population/publications/worldageing19502050/pdf/95annexi.pdf>)

#### Dependency Ratio

Age	EMLM	%	GSDM	Percentage %
0-14	88,846	40	397,581	41%
15-34	74,948	34	323,634	33%
35-64	43,459	20	187,531	20%
65+	13,496	6	58,398	6%
<b>Total</b>	<b>220,749</b>	<b>100</b>	<b>967,144</b>	<b>100%</b>

Source: Stats SA (2009)

The municipality should intensify efforts to manage the dependency ratios. It is vital that existing municipal policies and their interventions should be designed to address groups most affected by dependency. EMLM's LED strategy should target all affected groups. The strategy should promote the inclusion of not only the young unemployed but also the aged and those affected by various disabilities.

It is also important that local interventions to address dependency ratios should take cognizance of national and provincial interventions that seek to address the needs of the aged, women and children. In other words, the municipal organisation should proactively engage with other spheres of government in order to ensure that their residents benefit from national and provincial programmes.

#### 2.2.1.7. Level of Education

Rosalyn McKeown (2002: 5) argues that when education levels are low, economies are often limited to resource extraction and agriculture. In many countries, the current level of basic education is so low that it severely hinders development options and plans for a sustainable future. A higher education level is necessary to create jobs and industries that are "greener" (i.e., those having lower environmental impacts) and more sustainable.

According to the GSDM, the percentage of the population in Sekhukhune older than 20 years of age with no schooling is highest in both Limpopo and Mpumalanga provinces (GSDM, IDP 2007/2008, Review). This indicates a 21% illiteracy rate in the District.

The education profile of the adult population of the Elias Motsoaledi Local Municipality is summarized in Table 11 below. This information indicates that 45.7% of the adult population has not received any form of schooling and that a further 10.7% has only completed some form of primary education. Moreover, only 11.9% of the adult population completed Grade 12 and only 4.5% have some form of higher education.

#### Level of education of adult population

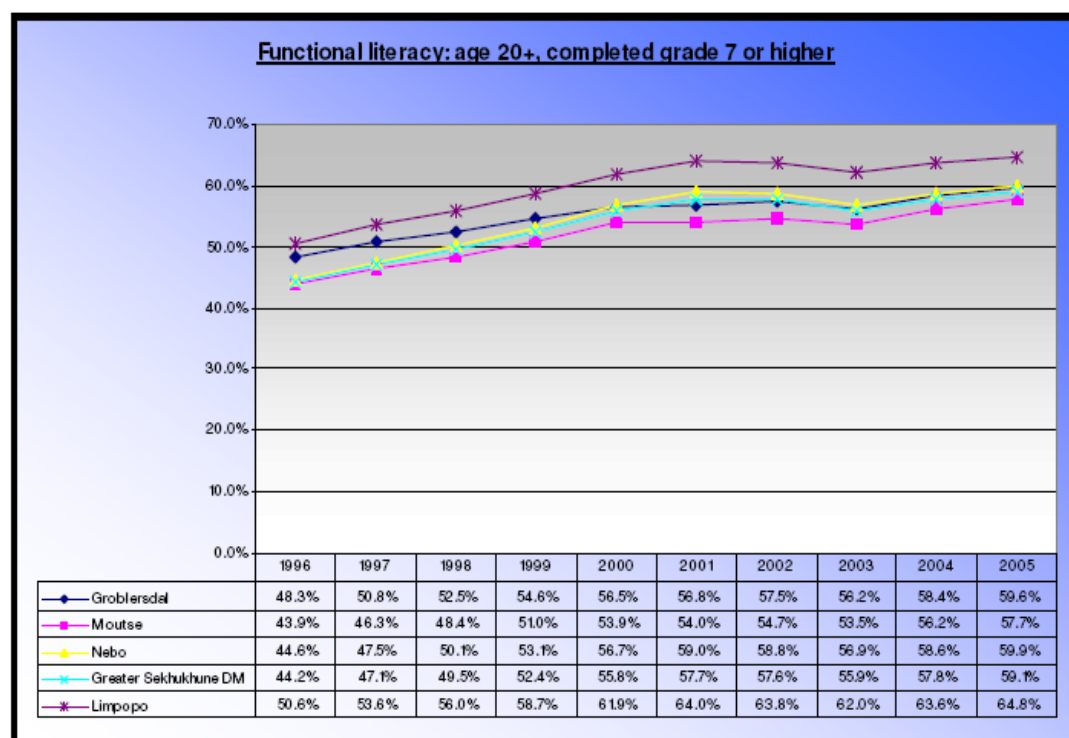
Category	Number	Percentage %
No schooling	46 551	44.8
Some primary	11 156	10.7
Complete primary	4 229	4.1
Some secondary	22 796	22.0
Std 10/Grade12	12 407	11.9
Higher	4 686	4.5
<b>Total</b>	<b>103 826</b>	<b>100.00</b>

Source: Demarcation Board (2007).

The information outlined in Figure 2.1 clearly illustrates that the functional literacy rates within the study area are lower than the comparative provincial literacy rate of 64.8% in 2005. The functional literacy rate within the Elias Motsoaledi Local Municipality ranges between 57.7% in the Moutse Magisterial District to 59.9% in the Nebo District.

There was also a significant increase in the overall functional literacy rates in all three magisterial districts between 1996 and 2005.

### 2.2.1.8. Functional Literacy



Source: EMLM's LED Strategy (2007)

### 2.2.1.9. Income Distribution

The minimum subsistence income (breadline) for households to survive in Limpopo is considered to be R15 600 per year or R1 300 per month (Capricorn District Municipality IDP, 2005/6). However, in EMLM according to population census 2001 86% of the population earned less than R19 200. 13.4% earned between R19 201 and R153 601. 0.4 % earned between R153 601 and R 614 400. 0.15 earned between R614 401 and above. This means that the majority of the population lived below the poverty datum line.

The effect of this is that that state of affair severely limits members of affected household to obtain a tertiary qualification, to obtain capital for entrepreneurial purposes, and to buy products and services from local suppliers and therefore fail to contribute to local economic development.

In 2007 about 95.16% earned less than R19 200. 4.44% earned an income of between R19 201 and R153 600. 0.35% earned between R153 601 and R614 400. Only 0.09% earned an income of R614 401 and more. The two sets of figures indicate a growth of 8.5% from 2001 to 2007. This means therefore that the population increase was not met by a concomitant growth in earnings.

Where population increase is due to inward migration the implication hereof is that people coming to the municipality are those that are jobless. They will look up at the municipality for goods infrastructure and services. It is therefore apparent that the municipality needs to develop the economic sector so as to absorb the unemployed before this turns into a crisis. Poverty alleviation ventures could be an interim measure to provide relief in the short term. The issuing of grants could alleviate the situation somewhat but it should not be regarded as an end in themselves but a means thereto. Life skills development can also assist in raising the ability to earn additional income to sustain households.

### 2.2.1.10. Annual household income

Household income	Number	Percentage %
No income	24 661	53.46
R1 – R4 800	11 433	24.78
R4 801 - R 9 600	2 070	4.49
R9 601 - R 19 200	5 735	12.43
R19 201 - R 38 400	822	1.78
R38 401 - R 76 800	734	1.59
R76 801 - R153 600	493	1.07
R153 601-R307 200	141	0.31
R307 201-R614 400	18	0.04
R614 401-R1 228 800	12	0.03
R1 228 801-R2 457 600	12	0.03
R2 457 601, more	13	0.03
<b>Total</b>	<b>46 132</b>	<b>100</b>

Source: S.A Demarcation Board (2007)

### Employment Profile

Employment figures indicate that there was an increase in the total number of people employed from 20 201 in 2001 to 38 098 in 2007, a difference of 17 897 (47%). The growth could be ascribed to the establishment of the municipalities i.e. local and district which added employment opportunities and other business opportunities created in the economy e.g. wholesale and retail trade, community; social and personal services, manufacturing, financial; insurance; real estate and business services, construction, transport; storage and communication, agriculture and mining and other inadequately defined sectors including informal sector.

The impetus of generating employment needs to be strengthened so as to maintain the level of growth attained so far. One such sector would be the Local Economic Development (LED). All in all employment rose from 17% in 2001 (Population Census) to 27.43% in 2007 (Community Survey).

Unemployment decreased from 24 043 in 2001 to 16 725 in 2007; a decrease of 7 318 (30.5%). This downward trend needs to be fortified by strengthening the sectors that will employ more people. The effort would include Expanded Public Works Programs and Municipal Infrastructure Grant and other public and private sector initiatives. The growth of the informal sector due to deregulation measures could have played a positive part.

### 2.2.1.11. Employment profile

Employment Status	Employment Figures	%
Employed	38 098	27.43
Unemployed	16 725	12.04
Not economically active	79 066	56.94
Not applicable	4 979	3.59
<b>Total</b>	<b>138 868</b>	<b>100</b>

Source: Stats SA Census 2001 and Community Survey 2007

The not-economically active population mainly composed of students and scholars increased from 61 847 in 2001 to 79 066 in 2007. This means the economy of the municipality should create excess absorption capacity to accommodate school leavers and drop outs. In an event where the strategy does not succeed and LED does not perform adequate enough, the municipality should think of exporting qualified personnel to other employment centres in the country and elsewhere.

The not-applicable category shows a decrease from 13 707 in 2001 to 4 979 in 2007; a decrease of 8 728 which is 64%. This should be applauded as it shows an economic system that is categorized in terms of acceptable sector classification. In many instances where this sector shows growth, it is because of illegal operations or the economy failing to accommodate innovations

## 2.2.2. ECONOMIC SECTORS

In 2001 the sector that employed the biggest number of the population was the public service that employed 99 598 which was 83.14% of the labour force at the time. In 2007 the figure increased to 100,770 which accounted for 73% of the then labour force. This indicates that other sectors in the economy are growing thereby beginning to eat away the monopoly enjoyed by the Institutions category. This is a good sign depicting that other sectors are slowly gaining ground as employers which is a good sign of a healthy economy. Therefore there should be a concerted effort by all tiers of government to strengthen other sectors to be noteworthy employers.

### 2.2.2.1. Employment Sectors

Industry	2001		2007	
	Population Number	%	Population Number	%
Agriculture; hunting; forestry and fishing	4 302	3.6%	1 623	1
Mining and quarrying	329	0.27	184	0
Manufacturing	997	0.83	2,819	2
Electricity; gas and water supply	192	0.16	421	0
Construction	975	0.81	1,989	1
Wholesale and retail trade	2 974	2.5	5,755	4
Transport; storage and communication	946	0.79	1,683	1
Financial; insurance; real estate and business services	880	0.73	2,536	2
Community; social and personal services	4 221	3.5	5,326	4
Private households	1 867	1.56	-	-
Other and not adequately defined	0	0	2,463	2
Unspecified	2 514	2.01	13,300	10
Not applicable/Institutions	99 598	83.14	100,770	73
<b>Grand Total</b>	<b>119 795</b>	<b>100</b>	<b>138,868</b>	<b>100</b>

Source: Stats SA, 2001 and Community Survey 2007

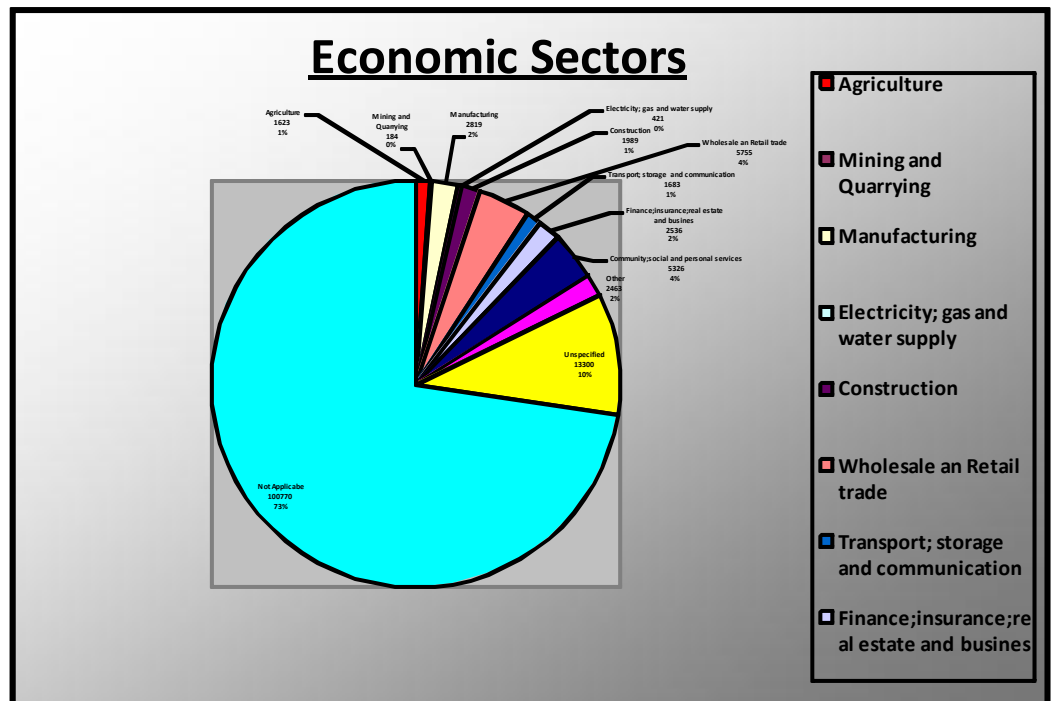
The second highest employment sectors in 2001 employing 4 302 (3, 6% of the total sector population) were Agriculture; hunting; forestry and fishing and Community; social and personal employed 4 221 which was 3.5% of the total sector population. In 2007 however, the unspecified category which includes the informal businesses jumped from 2 514 in 2001 to 13 300 in 2007 and becoming the second highest employment sector. In 2001 Wholesale and retail trade; unspecified and private households categories were the third, fourth and fifth employment sectors at 2974, 2 514 and 1 867 respectively.



However in 2007 wholesale and retail trade still managed to occupy position three employing 5 755 and community; whilst social and personal services was the fourth highest employment sector employing 5 326 with private household category disappearing. This performance seems to be propelled by the growing economic performance of the municipality.

The sectors that contributed less employment figures in 2001 were Mining and quarrying, manufacturing, Electricity; gas and water supply and construction Transport; storage and communication, financial; insurance; real estate and business services contributed a sum total of 4 319 which is a low performance indicator given the total number of sectors involved. The plight of the mining and quarrying industry is a natural one which cannot be influenced by a human being. The geology of the municipality also shows that there are no mineral deposits of note in the municipality. The municipality does not have a major electricity and gas power station. As a result the sector cannot employ a sizeable number of people. No dam sites have been identified within the municipality. As a result employment associated with water services are minimal. Fewer housing, MIG, EPWP, mall development and general construction work did not contribute much. However, if these sectors were to be strengthened they have the ability to absorb more labour force as they are labour intensive.

#### 2.2.2.2. Economic Sectors



Source: Community Survey, 2007

In 2007 the sectors that contributed between 1 000 and 2000 jobs each were the following: agriculture; hunting; forestry and fishing; transport; storage and communication and construction. The total sum of employment they generated were 5 295. Agriculture and forestry is hampered by the erratic climatic conditions and water rights challenges which prevent water from being routed from existing dams to the place of agricultural need. Transport; storage and communication are hampered by the lack of a variety of products to be stored and transported as finished goods. This is also having an implication on the growth of the towns within the municipality as their industrial areas are small and only provide for service industries.

### 2.2.3. OCCUPATIONAL CATEGORIES

In 2001 the majority of the population was civil servants of different categories excluding managers and senior officials. The total occupational number was 99 598 which was 83% of the total occupational categories. This was followed by elementary occupations which accounted for 6 213 which was 5% of the total. The technicians and associate professionals group contributed 2 271 jobs which was 1.9%.

The following occupational groups contributed total figures that were between 1000 and 2000 each as reflected in the table below. They are craft and related trades workers 1 946 ((2%), occupations unspecified and not elsewhere classified, 1931 (2%) service workers; shop and market sales workers, 1 769 (2%) plant and machine operators and assemblers 1 743 (2%), skilled agricultural and fishery workers 1 560 (1%) and clerks 1312 (1%). 818 (1%) were professionals and 637 (1%) were legislators; senior officials and managers.

#### Occupational Categories

Employment category	2001		2007	
	Population	%	Population	%
Legislators; senior officials and managers	637	0.5	1,900	1.37
Professionals	818	0.7	3,345	2.41
Technicians and associate professionals	2 271	1.9	1,704	1.23
Clerks	1 312	1.1	2,251	1.62
Service workers; shop and market sales workers	1 769	1.5	3,150	2.27
Skilled agricultural and fishery workers	1 560	1.3	1,920	1.38
Craft and related trades workers	1 946	1.6	3,305	2.38
Plant and machine operators and assemblers	1 743	1.5	2,649	1.91
Elementary occupations	6 213	5	7,131	5.14
Occupations unspecified and not elsewhere classified	1 931	1.6	10,743	7.74
Not applicable/Institutions	99 598	83	100,770	72.57
<b>TOTAL</b>	<b>119 798</b>	<b>100</b>	<b>138,868</b>	<b>100</b>

Source: Stats SA, and Community Survey, 2007

The community survey of 2007 depicts that 100,770 (73%) were working for institutions, 10 743 (8%) were in occupations unspecified and not elsewhere classified, 7 131 (5%) were in elementary occupations, 3 345 (2%) were professionals, 3 305 (2%) were in craft and related trades workers, 2 649 (2%) were plant and machine operators and assemblers, 2 251 (2%) were clerks, 1 920 (1%) were skilled agricultural and fishery workers, 1 900 (1%) were legislators; senior officials and managers and 1,704 (1%) were technicians and associate professionals.

A closer look at the figures above shows that more people are employed in the public service. It is not a desirable state of affair as it does not increase the injection of additional funds from outside the municipality. A situation like this is referred to as a consumption economy that supports itself from equitable share and other state grants. This tendency is also known as recirculation of resources.

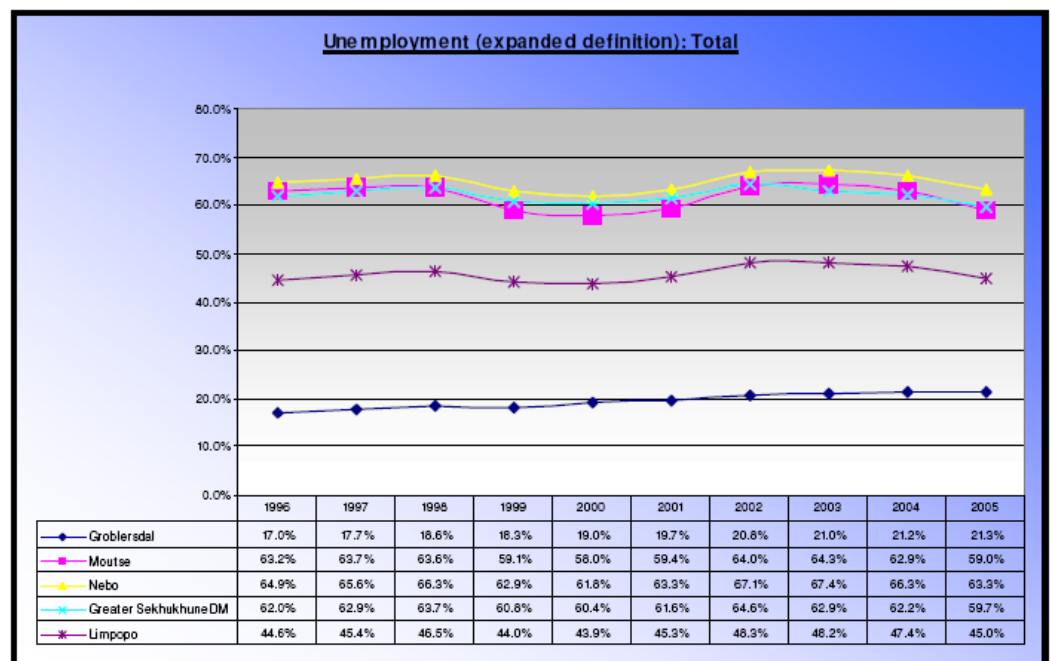
A sound economy is the one where more people are employed outside the private sector and produce goods and services for export purposes. This is characterized by the advent of more technicians and professionals employed outside government. The status quo is closely related to the educational system before independence which has not changed much in the new dispensation. The informal sector seems to be doing well and needs constant support as it is an alternative to public sector employment. The main challenge therefore is to produce skilled workers to boost other occupational categories.

## 2.2.4. UNEMPLOYMENT RATES

The comparative unemployment rate of the Limpopo province, the Greater Sekhukhune District Municipality and the three magisterial districts which partly comprises the Elias Motsoaledi Local Municipality is depicted in figures 2.3 to 2.5. This information indicates that the estimated total unemployment rate (expanded definition of unemployment) of the Limpopo Province increased from 44.6% in 1996 to a high of 48.3% in 2002, whereafter it decreased somewhat to 45% in 2005.

The unemployment rate in the Sekhukhune District Municipality is significantly higher and peaked at 64.6% in 2002 thereafter it decreased to 59.7% in 2005. This implies that the district unemployment rate is nearly 15% higher than the comparative provincial figure. At a local municipality level, it is clear that there are two distinctive patterns prevalent in the EMLM. Firstly, the **unemployment rate** in the Groblersdal Magisterial District (21.3%), which comprises the central parts of the municipality, is less than half the comparative unemployment rate of the province. However, the unemployment rate in the settlement areas in the north eastern and western parts of the municipality which forms part of the Nebo and Moutse Magisterial Districts are much higher than the comparative provincial figure at 59% and 63% respectively (EMLM LED Strategy, 2007).

### 2.2.4.1. Unemployment Rate (total population)

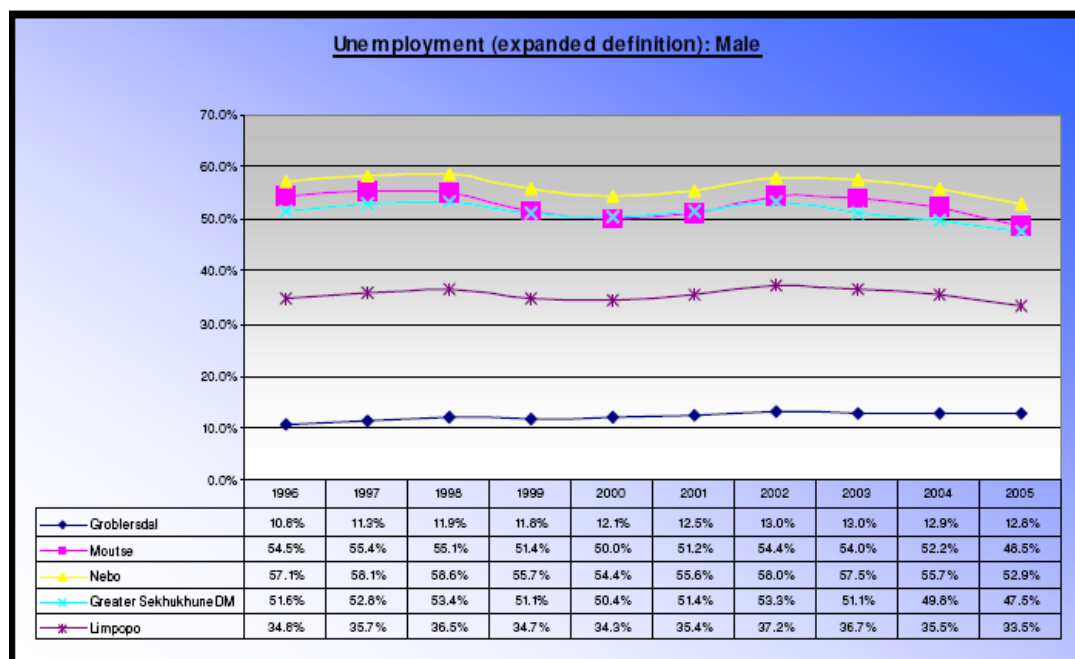


Source: EMLM's LED strategy (2007)

A very notable trend is outlined in Figure 2.4 and 2.5 in that the unemployment rate of the female population is significantly higher than that of the male population. The unemployment rate of the male population in the Groblersdal Magisterial District was only 12.8% in 2005 compared to 33.8% of the female population.

The comparative unemployment rate of the male and female population in the Moutse Magisterial District was 48.5% and 69% respectively and in the Nebo Magisterial District 52.9% and 71.5% respectively.

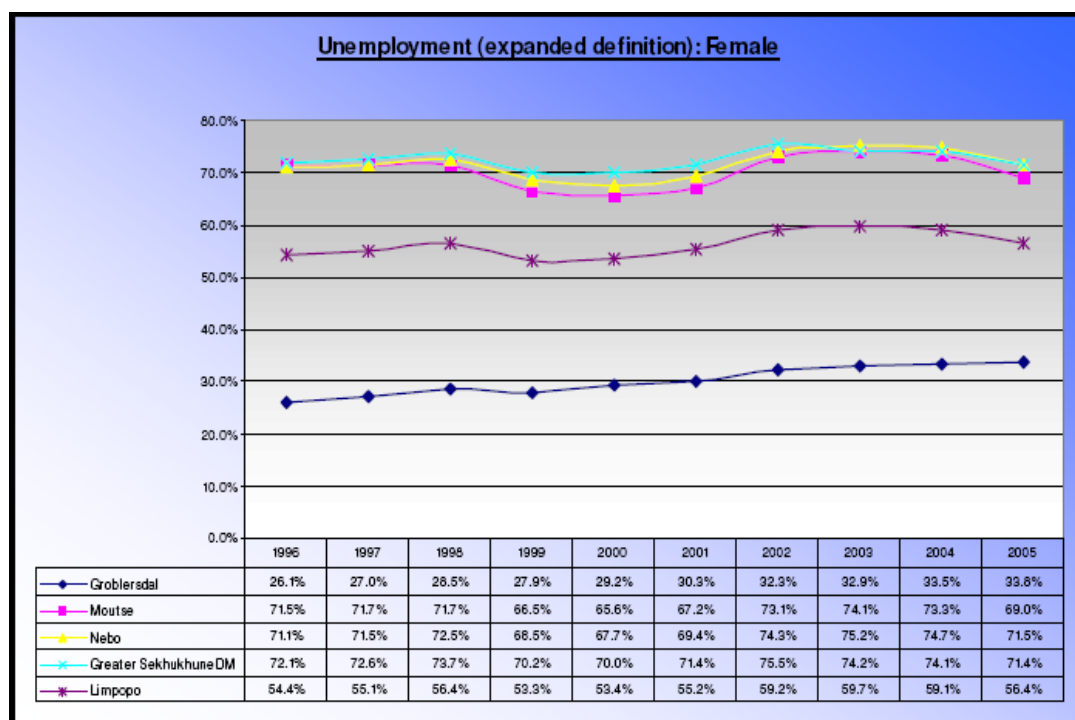
#### 2.2.4.2. Unemployment Rate (male population)



Source: EMLM's LED strategy (2007)

It is clear from the graph below that the majority of unemployed people in the municipal area are women who count for the majority of the total population and women head most households.

#### 2.2.4.3. Unemployment Rate (female population)



Source: EMLM's LED strategy (2007)

#### 2.2.4.4. People with Disabilities

According to the World Bank (2007) the highest reported disability rates are in developing countries. Societal attitudes and stigma, often within their own families, limits disabled people from participating fully in social and economic life. Disabled children are less likely to be in school, adults are more likely to be unemployed, and families with a disabled member are worse off than average.

While there is limited information on employment rates for the disabled, Low literacy and employment rates and widespread social stigma are making it difficult for disabled people to participate in economic activities in the municipal area.

It is vital the municipality and other governmental agencies should create conditions for the disabled to access educational and employment opportunities. In addition, the municipality facilitate the implementation of interventions that will include deepening preventive health programs, screening all children at a young age, empowering disabled young adults with employable skills, encouraging the private sector to employ people with disabilities, ensuring full integration by overcoming stigma, promoting newer thinking and better coordination of programs, and improving the measurement of disability to ensure that the scale of disability in India is better understood. In addition, the public participation processes in the municipality should actively encourage persons with disabilities to be visible and active participants in the development process.

#### Persons with Disabilities

Category	2001
Sight	3677
Hearing	2351
Communication	539
Physical	3144
Intellectual	1136
Emotional	1773
Multiple	1768
<b>Total</b>	<b>14388</b>

Source: Census (2007).

#### 2.2.5. HIV/AIDS

The municipality has decided to develop a comprehensive two-pronged HIV/AIDS plan. One component of the plan will deal with workplace based HIV/AIDS and the other component will focus on the wide community. The comprehensive HIV/AIDS will form part of special programmes and be mainstreamed within the overall programmes of the municipality. The Limpopo PGDS has made a range of commitments to realise its vision of a peaceful, prosperous, united, dynamic and transformed province. One of these commitments is to reduce the impact of HIV/AIDS.

In mid-2007, the National Department of Health, in collaboration with UNAIDS, WHO and other groups, published an updated estimate of 18.34% prevalence in people aged 15-49 years old in 2006. This equates to around 5.41 million people living with HIV in 2006, including 257,000 children (<http://www.avert.org/safricastats.htm>). In the same study, HIV prevalence was estimated at 20.7% for Limpopo Province.

While there is limited information on the levels of prevalence in the GSDM and EMLM, there is no doubt the high HIV/AIDS prevalence in the country (24.8%) is a significant stress for poor communities such as the EMLM area.



According to Ziervogel et.al. (2006) the death of working adults has significant implications for household income. Not only is household income often lost, if the member had a job, but household resources and savings are spent on caring for the ill, funeral costs and other expenses, often leaving households worse off than before and in a downward trajectory of struggle.

Ziervogel et.al (2006) further argues that it is clear that HIV/AIDS affects all aspects of rural livelihoods and radiates from impacting directly on individuals to affecting all around. HIV/AIDS further increases affected and infected people's vulnerability to food insecurity directly through decreased production or indirectly through means to acquire food. The GSDM IDP for 2009/2010 depicts the spread, management and treatment of HIV/AIDS in the District and LMs. This table tabulates various interventions on the management of HIV/AIDS in EMLM. These include voluntary, counselling and testing (VCT), provision of nevirapine doses to women at antenatal or labour, referrals and HIV + patients on ART.

### Management of HIV/AIDS by the Province

Data Elements Name	Number
HIV pre-test counselled (excluding antenatal)	13 623
HIV client tested (excluding antenatal)	12 376
HIV tested positive- new (excluding antenatal)	2 964
Antenatal client tested for HIV	6443
Antenatal client tested for HIV-new	863
Nevirapine dose to woman at antenatal or labour	694
Live birth to woman with HIV	790
Nevirapine dose to baby born to woman with HIV	770
HIV test of baby born to HIV woman at 9 months	320
HIV test positive of baby born to HIV positive woman at 9 months	21
Blood drawn for CD4	5 114
Referral to ATR service point for ATR assessment- new	1 004
Registered ART patient	1 813
Registered ART patient on any adult regimen	2 254
Sexual assault case- new	111
Sexual assault case- new given ARV prophylaxis	101
Occupation HIV exposure- new case	1
Occupation HIV exposure case given ARV prophylaxis	1
HIV positive new patient screened for TB	1 554
HIV positive new patient with confirmed TB	190
HIV positive new patient started on INH prevention therapy	5
HIV positive new patient started on Co-trimoxazole prophylaxis	929
Scheduled dose issued(within 3 days) ART any regimen	11 070
Scheduled dose defaulted(>3 days) ART any regimen	561
Impatient days-ART patient	11 183
<b>Total</b>	<b>74 755</b>

Source: GSDM IDP for 2009/2010

## 2.2.6. POLICY FRAMEWORK

The municipal organisation should participate in all national and provincial policy initiatives and programmes aimed at addressing the challenges of HIV/AIDS. It is vital that EMLM should endeavour to promote the direct involvement of CBOs, NGOs, faith-based organisations and other partners in the design, implementation, monitoring and evaluation of its HIV/AIDS programmes and interventions in an integrated and coordinated manner.

## 2.2.7. EDUCATION

In 2001 the number of people who did not have education at all were 130 941 (59%) which is very high. The reasons for this kind of a situation is historical were in the past due to poverty and traditional roles given to the youth schooling was not important. Where it was regarded as important poverty made it impossible for households to send their kids to school. 86 156 people managed to achieve the highest standard of either primary or secondary education. This too was caused by poverty where tertiary education was out of reach to the rural majority without an aid of bursaries. In 2007 the same trend continued resulting in the category of no education rising to 146 186 (59.1%).

Apart from the number increasing naturally it could have been swelled by uneducated and unskilled job seekers who could have entered the municipality in search of employment. To ameliorate the situation the municipality needs to consider providing some form of education to enable people in this category to at least read and write. This is a population that must also be taught life skills.

The primary-secondary category followed the 2001 trend. The figure rose from 86 156 (38.9%) in 2001 to 88 852 (35, 91%) in 2007. In the 1980's this group would find employment as clerks in government establishments and in limited private sector undertakings. Unfortunately this is not the case anymore. Even graduates, technicians and professionals struggled to find employment. The municipality together with the Department of Education should consider establishing targeted skills education programs that will make this group more marketable.

### Pupils at schools

Categories	2001	% 2001	2007	% 2007
Pre-school	3 289	1.5	8 750	3.54
Primary and Secondary school	86 156	38.9	88 852	35.91
College	426	0.2	1 465	0.59
Technikon, University	288	0.1	1 336	0.54
Adult education centre	124	0.1	-	-
Other	149	0.1	902	0.36
Not applicable	130 941	59	146 186	59.07
<b>Total</b>	<b>221 647</b>	<b>100</b>	<b>247 491</b>	<b>100</b>

Source: Stats SA, 2001 and Community Survey, 2007

The preschool category figures are showing an increase from 3 289 in 2001 to 8 750 in 2007. More preschool going kids are having preschool exposure which is a foundation for further learning. It is therefore imperative that more and more kids get exposed to this kind of education so as to create a strong foundation for future learning, thus more facilities will be needed to ensure that no kid is disadvantaged by not having access to the service.

In 2001 tertiary education are accounted 714 and the number rose to 2 801 in 2007 and increase of about 75%. Whilst the number remains low the increase brings about hope of producing a population that could be easily absorbed into the economy. It is therefore imperative that learners at secondary level be properly guided towards those sectors that are critical in bringing about development.

Should this be the case the economy of the municipality will be having skills that can turn deprivation through some innovative ideas into wealth. The challenge therefore is to ascertain that the present educational system is geared towards achievement of such.

The Other category also showed an increase from 149 in 2001 to 902 in 2007. These are mainly skills that are acquired on the job. Government programs like EPWP and MIG Programs can be utilized to skill the unskilled workers employed in those programs. The private sector can also play a part. What is needed therefore is a collaborative effort to transform what seems to be a hopeless case into something worthwhile.

## 2.2.8. HEALTH AND SOCIAL DEVELOPMENT

Health and Social Development refers to the social infrastructure that the population must be supplied with, their efficiency and affectivity. There are planning standards that have been published by Council for Scientific and Industrial Research (CSIR) which are widely used in the planning circles to determine the adequacy of the provision of social infrastructure. The will be utilized to access the numerical values of facilities on the ground. The right to have access health care services including reproductive health care and health related facilities like improved sanitation and safe water is enshrined in the Constitution of the Republic of South Africa. It is therefore critical that the local government and other spheres of government are able to analyses health requirements of all communities and groups to ensure that they are accessible. This is more necessary in municipalities faced by high levels of unemployment and challenges of HIV/AIDS.

There are a total of 19 health facilities (17 primary health care clinics and 2 hospitals) within the area of jurisdiction of EMLM. According to CSIR planning standards 1 hospital should be provided for 25 000 population and 1 clinic for 5 000 population. The total population in EMLM is 247 495 therefore **10 hospitals** should have been provided. Only **two hospitals have been provided**. Whilst the figure shows a deficit of 8 hospitals there could be a disparity between the standards, the character of rural settlements and the norms applicable within the Department of Health and Welfare. The Department has a hierarchy of hospitals from Provincial, Regional and District hospitals. This means the two existing hospitals could be adequate to service the municipality. Where a need for a new hospital arises, it should be considered in the light of the hospital classification elucidated upon above. Where it becomes apparent that a new hospital be built the distribution of the rural settlements and centrality should be some of the main determining factors.

In terms of CSIR planning standards 49 clinics were supposed to have been provided. Presently there are **17 clinics**. Therefore there is an under-provision of clinics which means no clinics may be built in the near future. However many of the existing clinics were built before the demarcation of municipal boundaries and that their location could have been based on the provisions of the then applicable considerations. This may not serve the municipality adequately in terms of location and distribution. Additional clinics can still be provided regardless of the standards to deal with locational inefficiencies or the use of mobile clinic points could be considered.

### 2.2.8.1. Health Facilities

Hospitals	Clinics (PHC)	Mobile clinics
2	12	5

Source: Census (2007)

From this it is evident that there are two hospitals in the Elias Motsoaledi Local Municipality area and these are located in Groblersdal and Moutse (Philadelphia). Twelve clinics/community health centres and five mobile clinics supplement the two hospitals.

From community feedback it seems that there is no prominent shortage in clinic facilities in the Groblersdal area, but concerns rather relate to the services being provided by the existing clinics. Some of the most prevalent problems experienced include shortage of qualified personnel and equipment/medicines as well as insufficient service hours.

The norm that determines access to health facilities is that the hospital should be within 20km radius of the population that it serves and within 5km radius for a clinic. According to the table below 20% of the population falls outside the 20km radius from the nearest hospital and 36% falls outside the 5km radius of the nearest clinic. This could be circumvented by upgrading some of the clinics into health centers and building new clinics in terms of the norm. Mobile clinic facilities could help alleviate the plight.

Access to health facilities is a key milestone to realise the right to have access to health care facilities as pronounced by the Constitution. Improving access to health goes beyond physical facilities but also includes mobilising more resources for health, empowering women and communities, greater male responsibility and capacitating the NGO sector. The table indicates that 36% of people in the municipality do not have reasonable access to basic health services.

#### 2.2.8.2. Accessibility to Hospitals, Clinics and Professionals

Hospitals		Clinics and professional	
% Within 20km radius	% Outside the 20km radius	% Within 5km radius	% Outside the 5km radius
80%	20%	64%	36%

Source: GSDM, IDP (2007/2008).

Local government is mandated to improve the quality of life of its communities. Access to health and welfare services is central in fulfilling this mandate. It is therefore vital that communities have access to health and welfare services and facilities. Mobile clinics provide primary health care services to settlements with no fixed clinics or which are situated in outlying areas or small settlements. Health service delivery at a local government level is essentially about ensuring that communities have access to primary health care and this is delivered with a view to achieving the following objectives:

- Optimal utilization of resources;
- Creation of partnerships with communities to ensure that communities are health literate;
- Development of community health committees to deal with management of HIV/AIDS, etc;
- Protection and safe guarding of health facilities; and
- Promotion of a safe, hygienic and healthy environment.

The Department of Health currently runs various programmes in the municipal area which include the following:

- Health Promotion
- HIV/Aids, STI and TB
- Communicable Disease control
- Mother, Child, Women, Youth Health
- Environmental Health
- Detailed Projects
- Home Based Care projects
- HIV/Aids Projects
- Poverty Alleviation Projects

#### 2.2.9. WELFARE

As far as welfare is concerned the main issues are the following.

There is a general need for the provision of facilities and services for the aged, the disabled, AIDS orphans and other orphans, the homeless street children, mentally ill and all the vulnerable groups afflicted by poverty in the Elias Motsoaledi Local Municipality area.

Pension payouts are generally in a poor state and where applicable there is a need to combine them with Multi-purpose Community Development Centres and to properly equip them with shelter, water, seating and toilet facilities.

There is a growing dependency on the welfare system in EMLM. This is demonstrated by the number of various grants that are accessed by beneficiaries in the municipal area. The table below depicts information on these grants:

#### 2.2.9.1 Types of Government grants in EMLM

Q/A	D/G	W/V	COMB	GIA	FCG BEN	FCG CH/REN	CDG BEN	CDG CH/REN	CSG BEN	CSG CH/REN	BEN	CH/REN	Total
5047	1037	0	5	11	703	1130	153	162	11825	19805	18781	21097	79756

Source: GSDM IDP for 2009/2010

The Community Home Based Care facilities need to be mobilized, capacitated and resourced in order to help address the above community challenges/anomalies. It is in the Elias Motsoaledi Local Municipality interest therefore to collaborate with the Department of Health and Social Development in its efforts to address these social ills and create an enabling environment that invest in human capital including the impact of HIV and Aids.

### 2.2.10. SAFETY AND SECURITY

Poor safety and security conditions undermine the efforts of creating a democratic society that respects and value the right to life, ownership of property, and other rights enjoyed by all persons in this country.

Lack of resources is mostly to be blamed for not being able to maintain a safe and secure environment to all municipal residents, businesses, schools and visitors. There are seven police stations (see table below) within the Elias Motsoaledi Municipal Area. The available police stations are not necessarily sufficient to provide visible and effective policing throughout the entire municipal area. There is a need for all stakeholders to contribute towards the optimal utilization of available resources. Communities should be encouraged to avoid making hoax calls and other actions that lead to fruitless deployment of limited resources.

#### 2.2.10.1. Safety and Security Facilities

POLICE STATIONS
1. Dennilton
2. Groblersdal
3. Hlogotlou
4. Laersdrif
5. Motetema
6. Zaaiplaas
7. Roossenekal

While this function is performed at national and provincial sphere, the EMLM has a key role to play in creating a safety and security conscious environment by supporting the South African Police Services (SAPS) and other agencies.

The table 23 depicts incidents of crime occurring in the municipal area. The crimes statistics show decreases in a number of categories of crimes committed in EMLM. The crime statistics do not augur well for economic growth and development in the municipal area.



It is critical that the municipality galvanises community structures to assist the police services to prevent and combat crime.

#### 2.2.10.2.Crime statistics in EMLM

Crime type	2006/2007	2007/2008	Variance
(DSSC02) Attempted murder	81	72	-9
(DSSC12) Assault GBH	1050	977	-73
(DSSC13) Assault common	786	774	-12
(DSSC01) Murder	85	73	-12
(DSSC33) Attempted robbery: Aggravated: with fire-arm	17	16	-1
( DSSC 34) Common Robbery	310	287	-23
( DSSC 41) Attempted theft from/off motor vehicle	6	2	-4
( DSSC 15) Burglary (houses)	945	879	-66
(DSSC 16) Theft of all stock	255	228	-27
(DSSC 18) Theft of motor vehicle and motor cycle	107	86	-21
(DSSC 40) Attempted theft of vehicle and motor cycle	13	12	-1
( DSSC 04) Robbery Aggravating	395	288	-102
(DSSC 19) Theft off/from/of motor vehicle	198	145	-53
(DSSC 46) Robbery with weapon other than fire-arm	32	24	-8
(DSSC 35) Attempted common robbery	4	2	-2
(DSSC39) Attempted burglaries (houses) increase	3	4	1
(DSSC 38) Attempted burglaries (business) increase	6	9	3
(DSSC 14) Burglary (excluding residential premises) Increase	294	350	56
<b>Total</b>	<b>4587</b>	<b>4228</b>	<b>-354</b>

Source: GSDM IDP 2009/2010

At the local level the EMLM should focus on ensuring the effective enforcement of by-laws including traffic violations, whistle-blowing on corruption and fraud, and encouraging the participation of council and residents in Community Policing Forums and other initiatives aimed at eliminating criminal tendencies and implement a Digital Eye Witness System that monitors the Central Business Area for criminal activities.

#### 2.2.11. SPORTS, ARTS AND CULTURE

There are 6 formal sports and recreational facilities comprising a rugby field in Groblersdal; a cricket and soccer field in Tafelkop; and four soccer stadiums in Elandsdoorn, Groblersdal, Hlogotlou and Tafelkop respectively. In addition to the above there are 30 informal sports fields in the Moutse, Hlogotlou, Zaaiplaas and other parts of the municipality.

The current focus of the municipality is to maintain the existing sports facilities rather than providing any significant expansions or new facilities. Cultural Historic Sites and Tourist Attractions in the Elias Motsoaledi Local Municipality area are also not actively formalised or promoted.

At present no provision has been made with regard to funding for Sports and Recreation, Arts or Culture by the EML, GSDM or the Provincial Department of Sports, Arts and Culture. During a recent strategic planning session it was agreed that the municipality should find ways of addressing sports facilities in the municipal area.

The municipality has only Tafelkop stadium, OR Tambo Stadium, Monsterlus. There is a need to build more stadiums and other recreation facilities.

#### **2.2.12. POST OFFICES**

Postal facilities can comprise fully-fledged post offices, postal agencies (satellites) or mobile units. There are approximately 15 postal facilities in the entire Elias Motsoaledi Municipal Area. Of the 15 postal facilities about 5 are fully-fledged postal outlets and 10 are agencies or satellites. The 5 main post offices in the Elias Motsoaledi Local Municipality are located in Groblersdal, Hlogotlou, Moutse, Roossenekal and Tafelkop. Mail collection points are also used in remote areas as another form of providing postal service to communities.

Telkom and private service providers are the main suppliers of telephone services. Most people (96%) in the municipal area have access to some form of telephone services (telephone and cell phone in dwelling, telephone only in dwelling, cell phone, neighbour, public telephone, other nearby).

#### **2.2.13. ECONOMIC ANALYSIS**

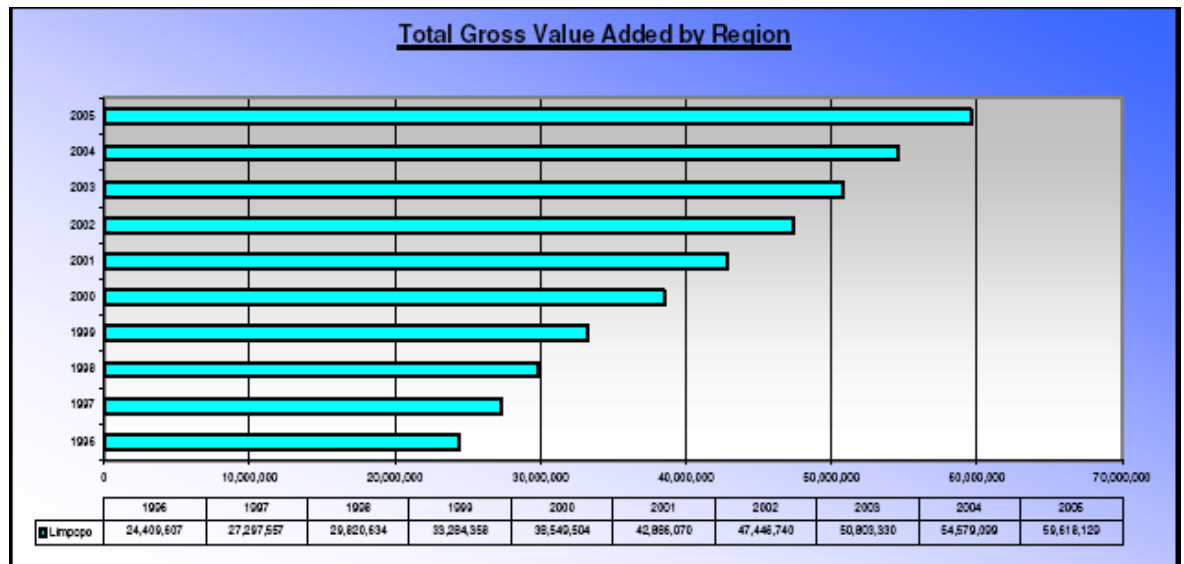
Economic growth is a precursor to improving the quality of life of local communities. Economic growth forms the basis to improved service delivery. It is within this context that interventions to improve service delivery and reduce poverty should occur simultaneously with local economic development initiatives. In this regard, EMLM commissioned a LED strategy to obtain a better understanding of its economic features and develop strategies geared towards stimulating sustained economic growth in the municipal area. The results of this study are used to outline the economic situation as part of the IDP review.

The economic analysis provides an overview of the economic structure and performance of the EMLM area within the context of both the District and Provincial economy. It starts off by providing a comparative overview of the economic performance and the importance and contribution of various economic sectors and a detailed analysis of each individual sector of the local economy.

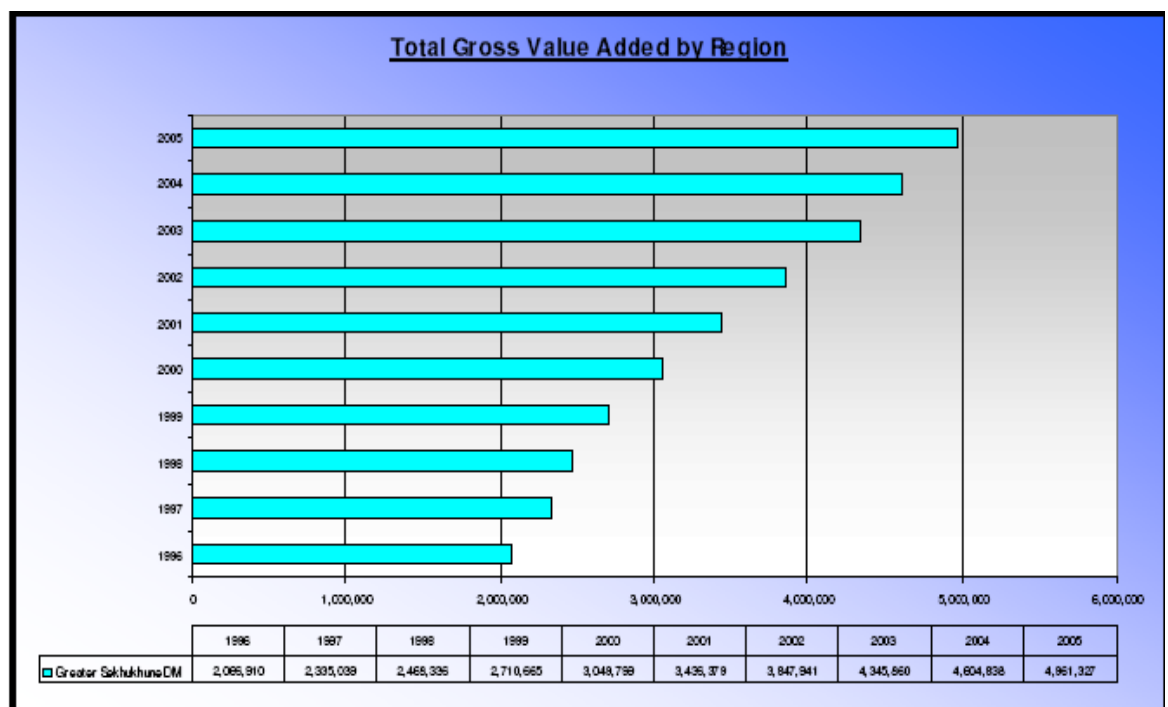
#### **2.2.14. MACRO ECONOMIC INDICATORS**

The information depicted in Figures 7 and 8 indicates that the total size of the economy at both provincial and district level has more than doubled over the decade between 1996 and 2005. The total provincial Gross Value Added (GVA) increased from R24.4 billion in 1996 to R59.6 billion in 2005. Over the same period the total GVA of the Greater Sekhukhune district economy increased from just over R2 billion in 1996 to R4.9 billion in 2005.

## Total Gross Value Added (current prices, 2005)



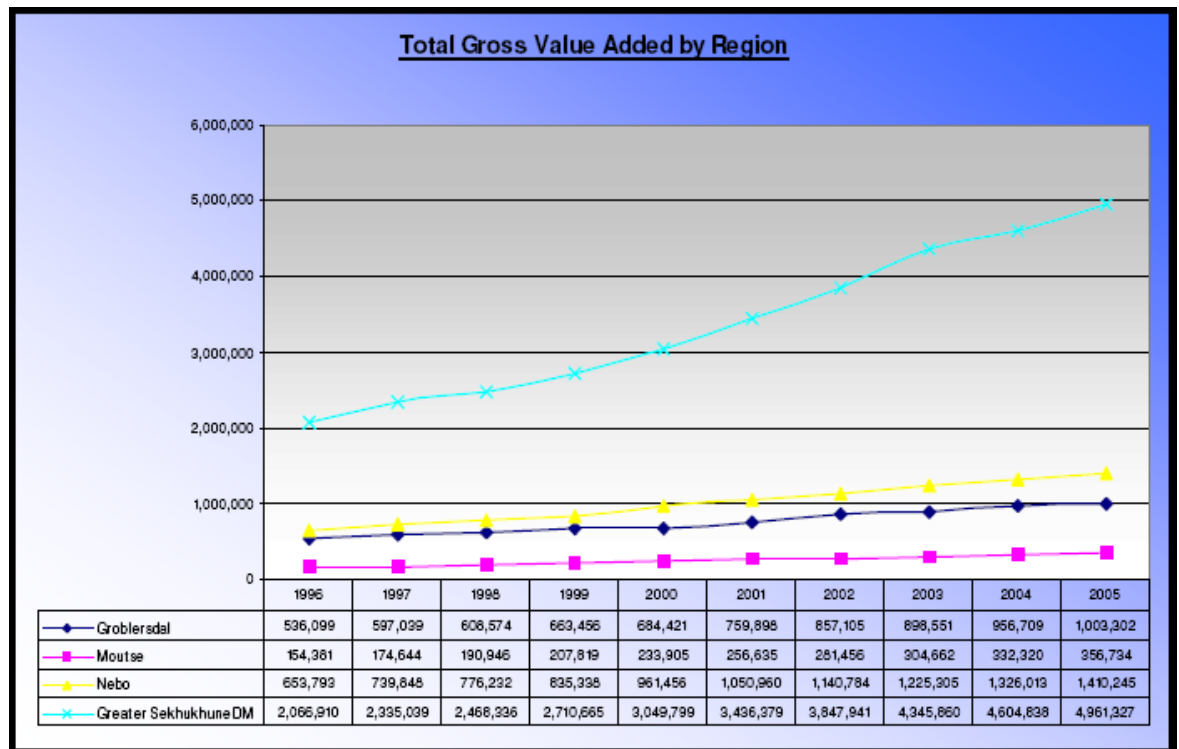
Source: EMLM's LED strategy (2007)



At a local municipal level it is clear that the Groblersdal Magisterial District has the largest impact on the local economy. The total GVA of the Groblersdal Magisterial District increased from R536 million in 1996 to just over R1 billion in 2005. The total size of the economy of the Moutse Magisterial District (which comprises parts of the Western region of the Elias Motsoaledi municipality) is relatively small in the District context, accounting for approximately R356 million GVA in 2005.

Although the total GVA of the Nebo Magisterial District accounted for R1.4 billion of GVA in 2005, only approximately 20% of this magisterial district actually forms part of the Elias Motsoaledi Local Municipality.

## Total GVA (current prices, 2005)



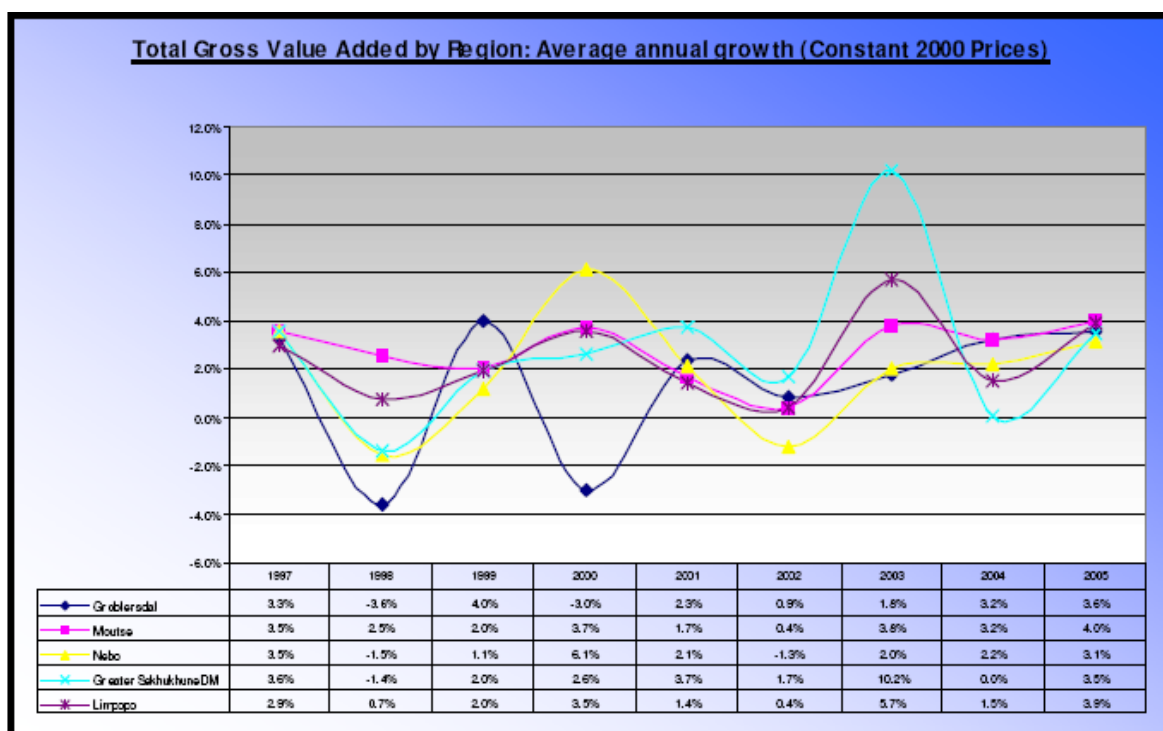
Source: EMLM's LED strategy (2007)

The overall average economic growth rate over the period 1997 to 2005 is depicted in figure 2.10. This information indicates that the provincial economic growth rate has increased significantly from 2003 onwards with annual growth rates of 5.7% attained in 2003 and 3.9% in 2005. The economy of the Greater Sekhukhune District has also grown strongly in 2003 (10.2%) and in 2005 (3.5%).

The magisterial district, which comprises the EMLM, has generally experienced growth rates below the comparative provincial and district figures. The highest average growth rate has been recorded in the Moutse District at 3.8%, 3.2% and 4.0% between 2003 and 2005. It should however be noted that this growth took place from a relatively small base (also see Figure 4.3).

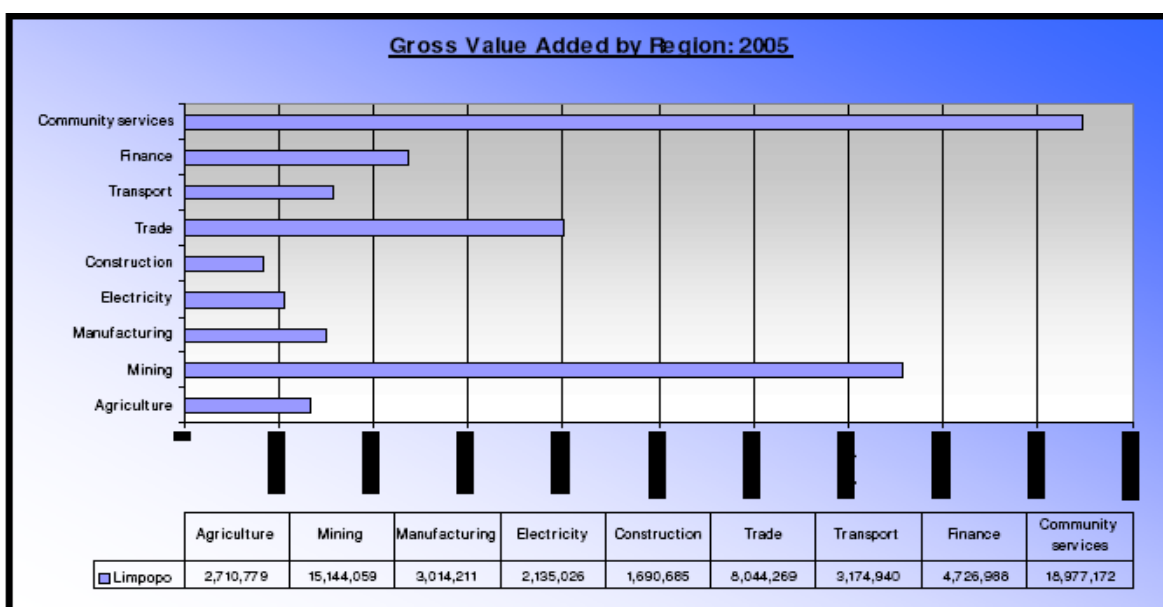
The average annual growth rates in the Nebo Magisterial District ranged between 2% and 3.1% from 2003 to 2005 and that of the Groblersdal Magisterial District between 1.8% and 3.6%.

## Average Annual Growth (current prices, 2005)

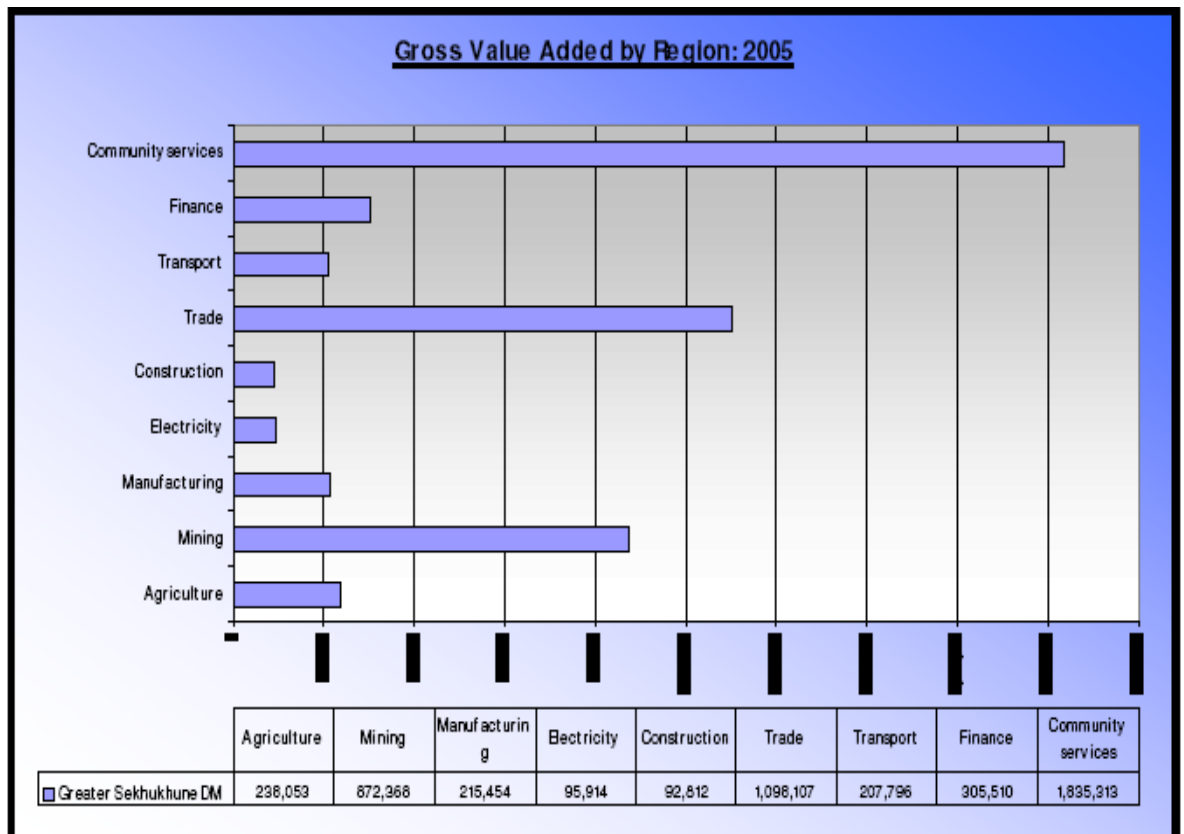


Source: EMLM's LED strategy (2007)

The information depicted in figures 11 and 12 clearly illustrates that the provincial economy is largely dominated by three economic sectors i.e. the community, social and personal services sector; the mining sector; and wholesale and retail trade sector (which includes tourism). At a provincial level the community, social and personal services sector accounted for R18.9 billion rand of GVA in 2005, the mining sector for R15.1 billion and the wholesale and retail trade sector R8 billion.



## GVA per Sector (Greater Sekhukhune, DM, 2005)



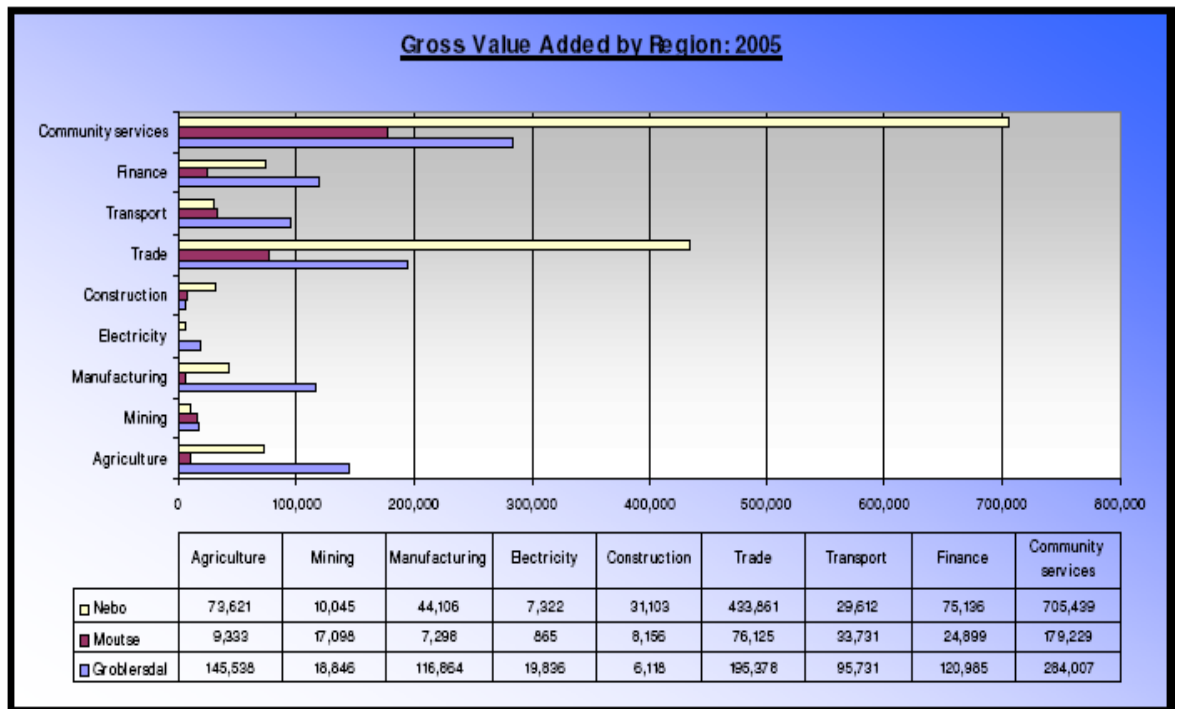
Source: EMLM's LED strategy (2007)

The structure of the local economy of the three magisterial districts which partly comprises the Elias Motsoaledi Local Municipality indicates the following aspects:

- The community, social and personal services sector is the major contributor to GVA in all three of these magisterial districts.
- The size of the Moutse Magisterial District economy is fairly small and dominated by the community, social and personal services sector.
- The wholesale and retail trade sector (including components of the tourism sector) is the second largest economic sector in all three magisterial districts.
- The Groblersdal Magisterial District plays an important role in the local economy of the Elias Motsoaledi Local Municipality, in terms of the agricultural and manufacturing sectors. The total GVA of these two sectors in the Groblersdal Magisterial District is significantly higher than that of the Nebo and Moutse magisterial districts.



## GVA per Sector, (Magisterial Districts, 2005)



Source: EMLM's LED strategy (2007)

### 2.2.15. LOCAL ECONOMIC DEVELOPMENT OPPORTUNITIES

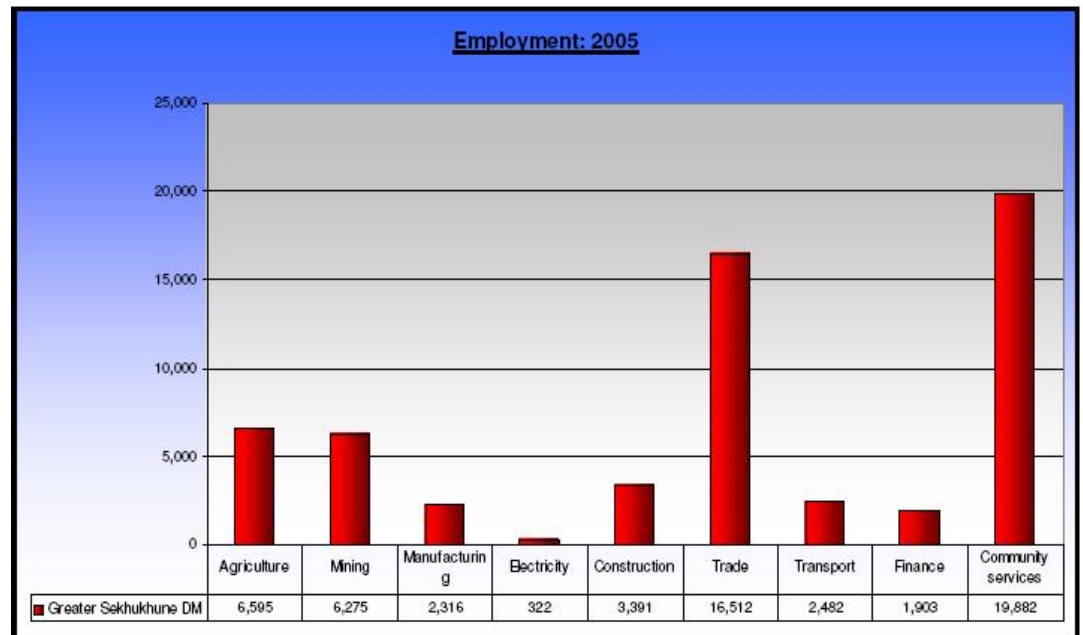
The largest number of employment opportunities in the Greater Sekhukhune District Municipality is concentrated in the community, social and personal services sector (19 882), wholesale and retail trade (16 512), agriculture (5 959) and mining (6 275).

Groblersdal is the centre of a progressive farming community because of the town's fortunate location in the Olifants River irrigation area below Loskop Dam. Intensive agricultural activities cover a total surface area of 28 800 ha.

#### Challenges:

The skills provided in the municipality are low, due to a low level of education. This results in the economy failing to manage any developmental intervention that the municipality may come up with.

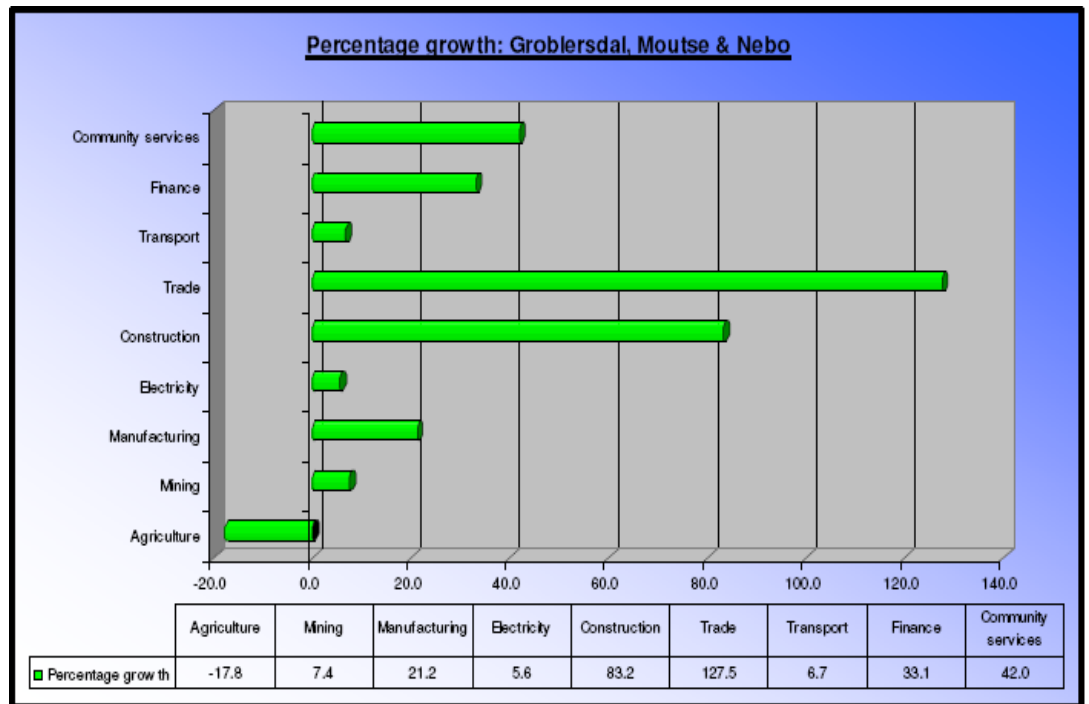
### 2.2.15.1. Employment opportunities in Greater Sekhukhune DM (2005)



The percentage growth in total employment in the three magisterial districts, which forms part of the EMLM, is depicted in the above figure. This information indicates that the number of employment opportunities in the wholesale and retail trade sector has increased by as much as 127% over the period 1996 to 2005.

Other strongly growing sectors have been the construction sector (83%) and the community, social and personal services sector (42%). An aspect of concern is that the total number of employment opportunities in the agricultural sector has decreased by 17.8% over the same period.

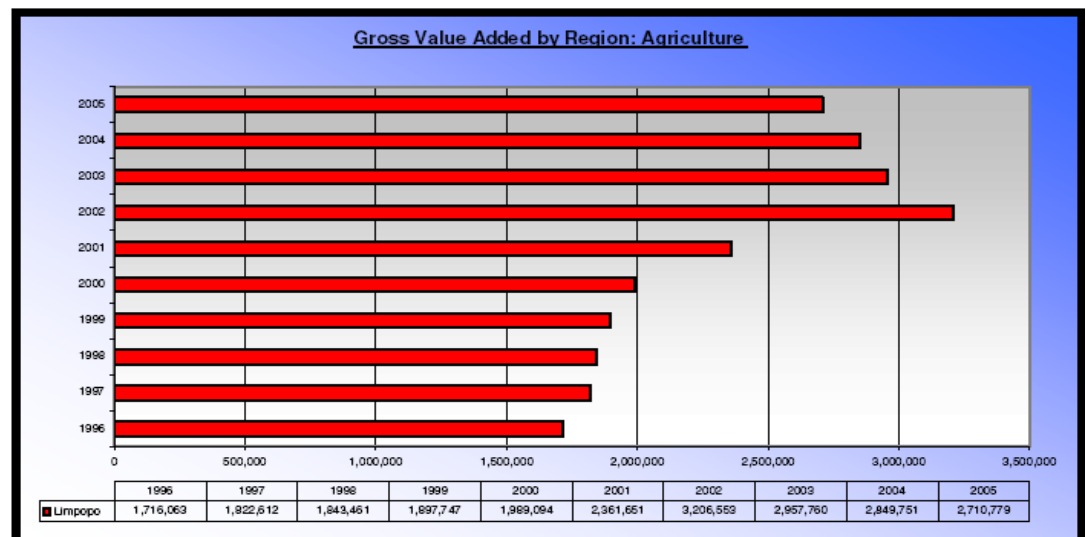
### 2.2.15.2.% growth in employment between 1996 and 2005 (Groblersdal, Moutse and Nebo Magisterial Districts)



### 2.2.15.3.Agriculture

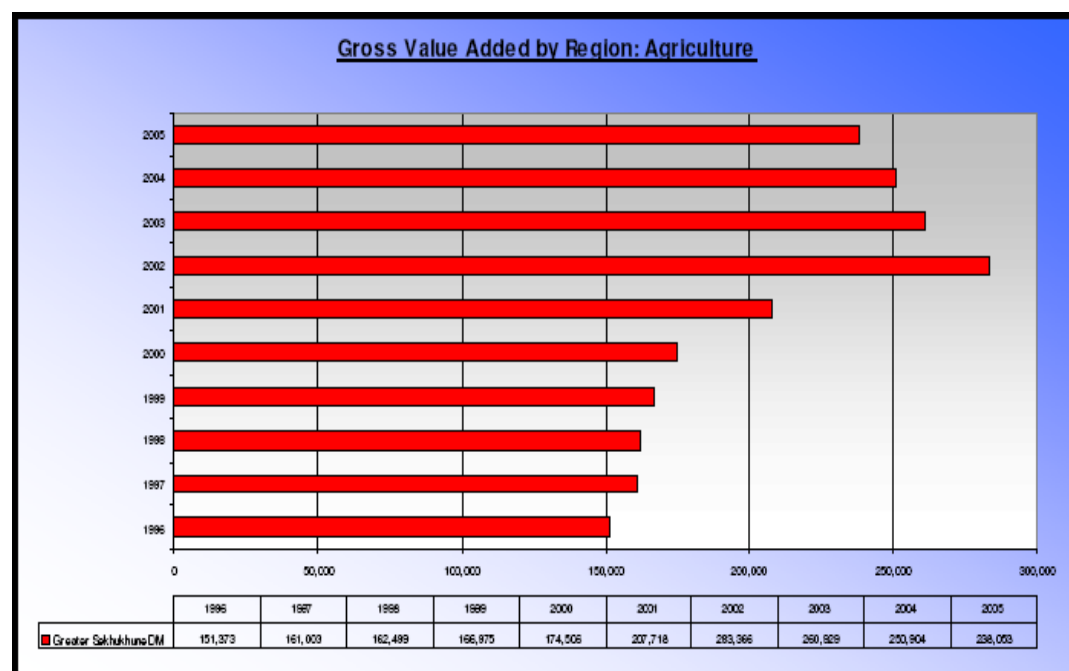
The total contribution of the agricultural sector to the Limpopo provincial economy peaked in 2002 with a total GVA of R3.2 billion. It has however subsequently decreased somewhat to R2.7 billion in 2005 (see Figure 2.16). This trend has also been prevalent in the Greater Sekhukhune District Municipality where the total GVA from the agricultural sector decreased from R283 million in 2002 to a figure of R238 million in 2005.

#### Total GVA (agriculture) in Limpopo (2000 current prices)



Source: EMLM's LED strategy (2007)

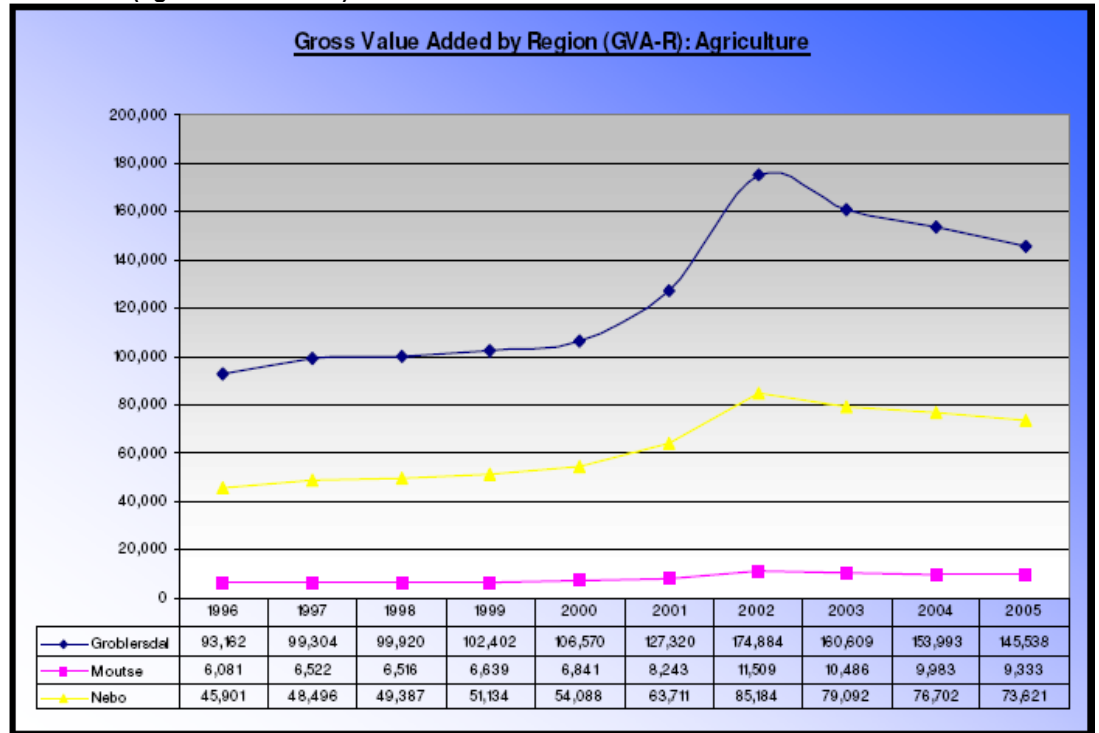
## Total GVA (agriculture sector) in Greater Sekhukhune DM



Total economic production in the agricultural sector within Elias Motsoaledi is clearly concentrated within the Groblersdal Magisterial District with a total estimated GVA from this district of R145 million in 2005. The comparative figures of the Moutse and the Nebo Districts (R9.3 million and R73.6 million) have been very moderate.

It should also be borne in mind that only parts of these two magisterial districts are located within the Elias Motsoaledi Local Municipality. These figures also imply that the Groblersdal Magisterial District accounted for more than 60% of the total agricultural sector GVA on the GSDM in 2005.

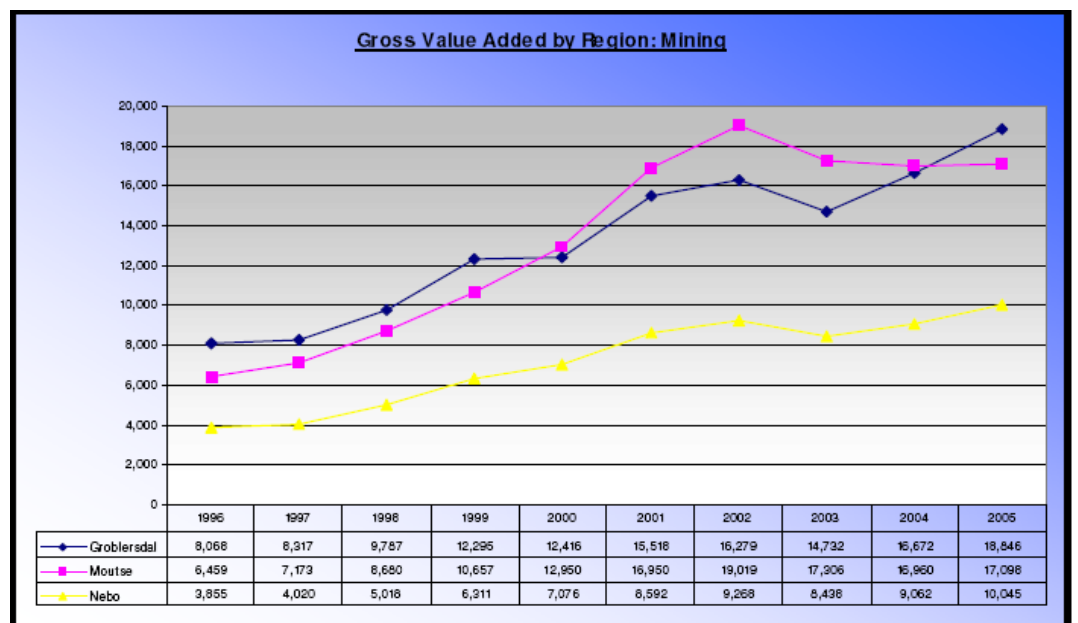
## Total GVA (agriculture sector) in Greater Sekhukhune DM



Source: EMLM's LED strategy (2007)

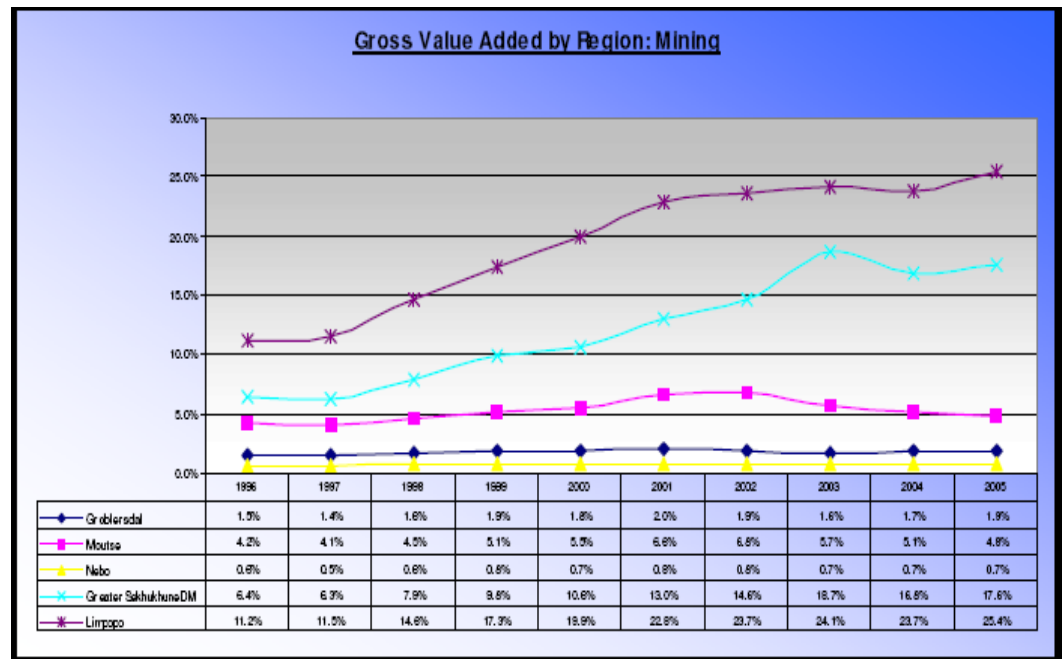
### 2.2.15. 4. Mining

The information depicted in figure 19 however clearly indicates that the mining sector plays a relatively limited role in the local economy of the Elias Motsoaledi Local Municipality. The total GVA from the mining sector in the three magisterial districts that partly falls within the EMLM all accounted for less than R20 million in 2005. These figures imply that less than 5% of the mining GVA in the District originates from this area. This aspect is further illustrated by the statistics outlined in Figure 4.22. This data indicates that by 2005, the mining sector accounted for 25.4% and 17.6% of the total GVA of the Limpopo Province and GSDM. This sector however only accounted for 4.8% of the total GVA of the Moutse Magisterial District, 1.9% in the Groblersdal and 0.7% in the Nebo District.



Source: EMLM's LED strategy (2007)

## Contribution of the mining sector to total GVA

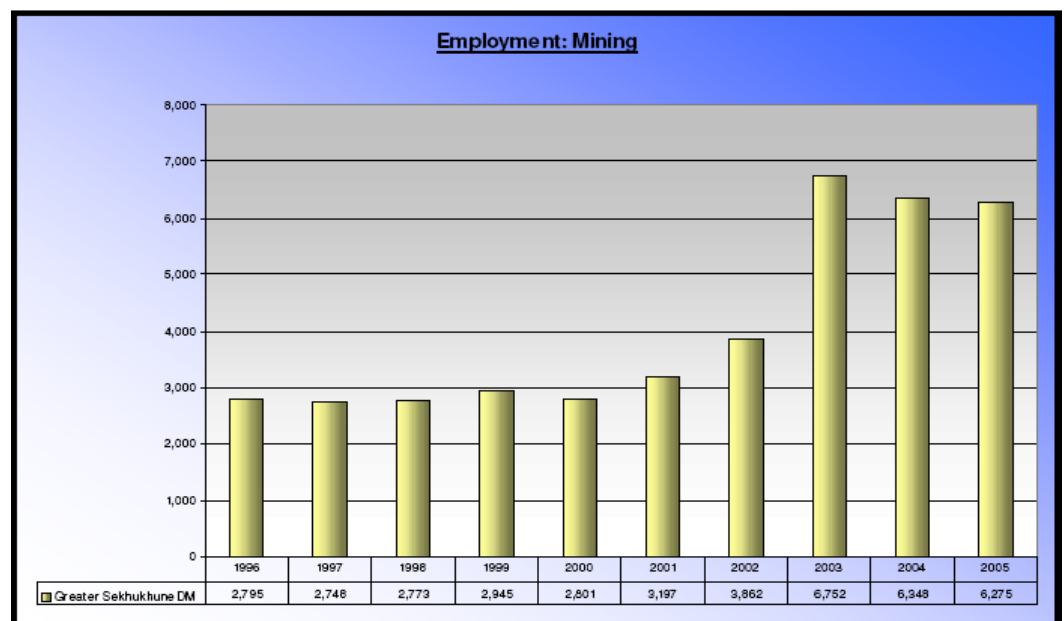


Source: EMLM's LED strategy (2007)

Similar to the large increase in economic output in the mining sector as measured by GVA, the total number of employment opportunities in the mining sector in the GSDM also increased significantly, particularly since 2002. In 2002 the total estimated number of employment opportunities in the district in the mining sector was 3 862, which increased to 6 275 in 2005.

The total number of employment opportunities in the mining sector in the three magisterial districts within the EMLM was less than 400 and thus only accounted for a small fraction of the total district figure.

## Total employment in mining sector GSDM)



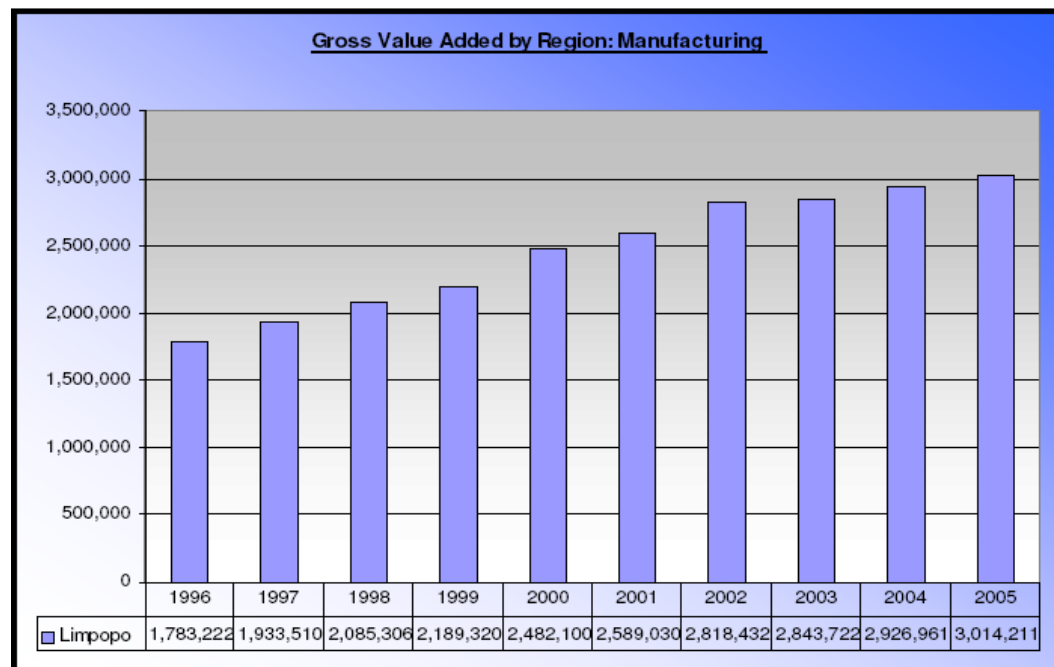
Source: EMLM's LED strategy (2007)



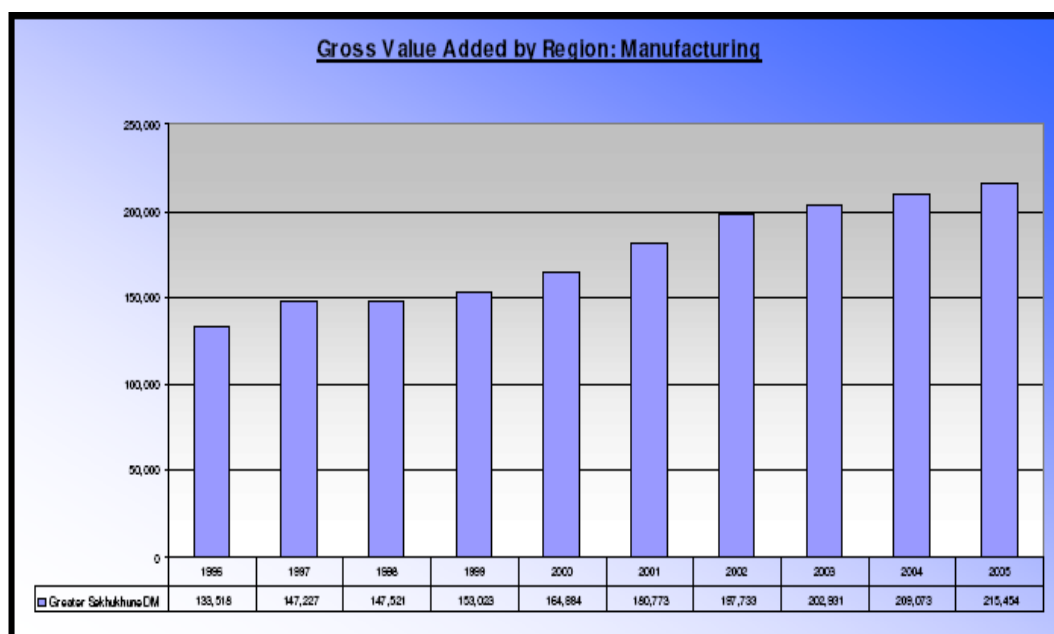
## 2.2.15.5. Manufacturing

The total economic output from the manufacturing sector at both provincial and district level showed moderate growth between 1996 and 2005. The manufacturing sector GVA at provincial level increased from 1.7 billion in 1996 to just over 3 billion in 2005. At the district level the total GVA increased from R133 million to R215 million over the same period.

### Manufacturing Sector GVA, Limpopo (current prices, 2005)



### Manufacturing Sector GVA, GSDM (current prices, 2005)

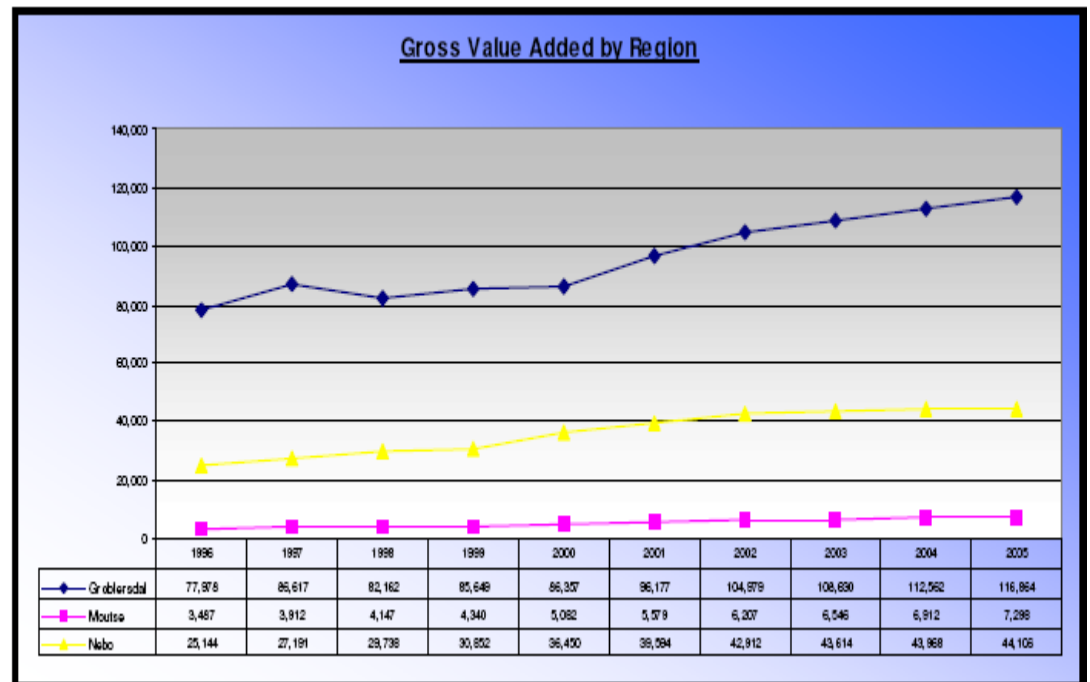


Source: EMLM's LED strategy (2007)

The information depicted in Figure 24 illustrates that the Groblersdal Magisterial District plays a prominent role in the manufacturing sector within the district economy.

The total manufacturing GVA of the Groblersdal Magisterial District in 2005 was nearly R117 million which accounted for approximately 54% of the total district GVA in the manufacturing sector. These figures also indicate that very little manufacturing takes place in the Moutse magisterial district.

#### Manufacturing Sector GVA, (current prices, 2005)



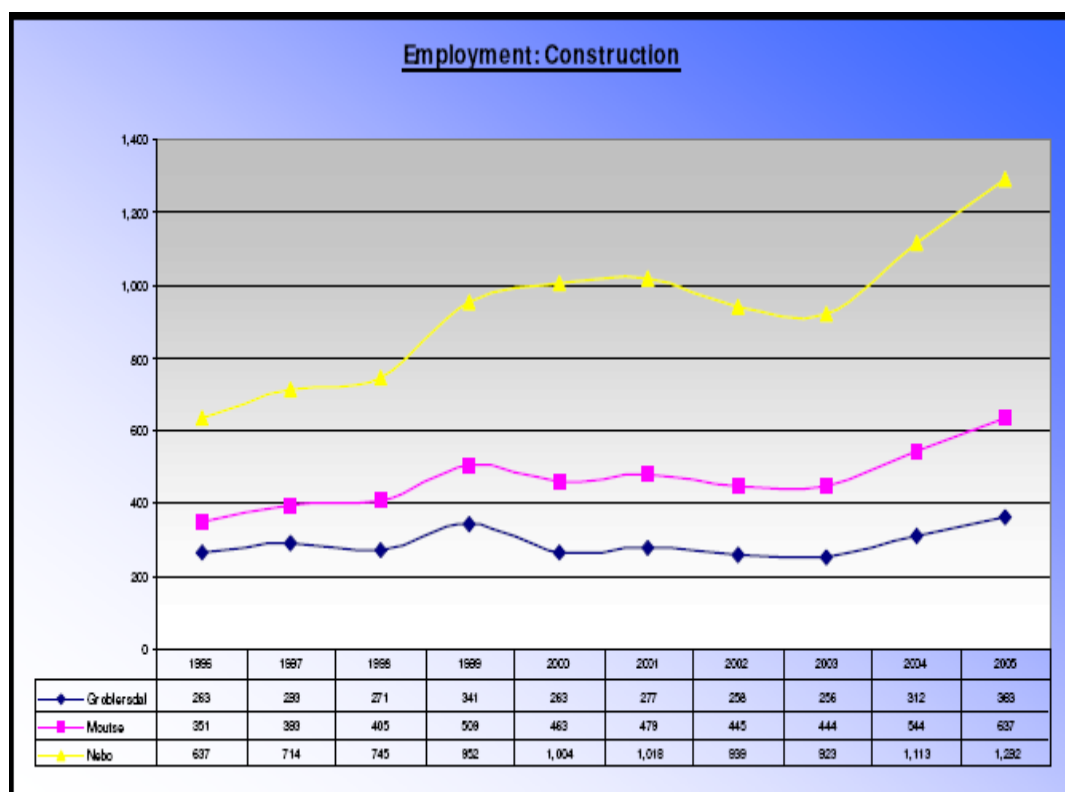
Source: EMLM's LED strategy (2007)

The contribution of the manufacturing sector to total provincial GVA decreased from 7.3% to 5.1% between 1996 and 2005 and from 6.5% to 4.3% in the Greater Sekhukhune District between 1996 and 2005. The manufacturing sector thus plays a very insignificant role in the economies of the Moutse and the Nebo Magisterial Districts, only accounting for 2% and 3.1% of the total GVA in 2005. The manufacturing sector plays a more prominent role in the Groblersdal Magisterial District accounting for 11.6% of the total GVA in this district in 2005.

#### 2.2.15.6. Construction

One of the most notable trends in the district economy has been the increase in total employment opportunities in the construction sector from 2002 onwards. The total figure increased from 2 427 in 2004 to 3 391 in 2005. This upward trend since 2003 has also been prevalent in the three magisterial districts located within the EMLM.

## Total employment construction sector



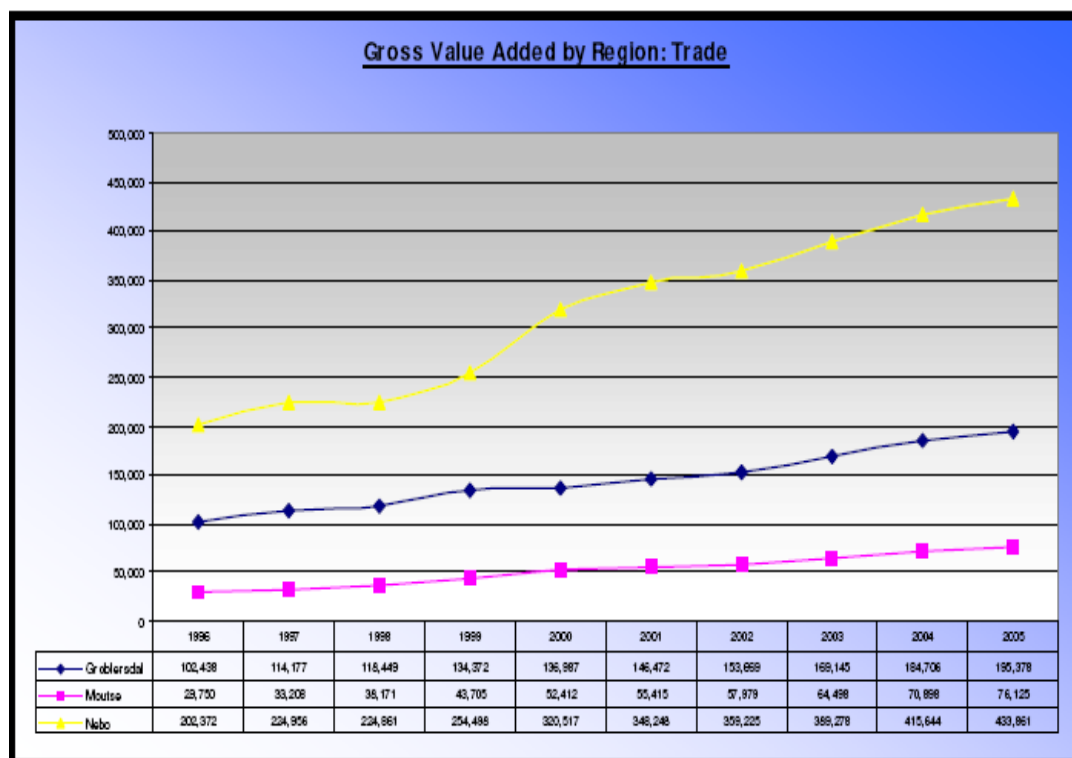
Source: EMLM's LED strategy (2007)

### 2.2.15.7. Wholesale and retail sector

The total economic production from the wholesale and retail trade sector increased considerable and more than doubled at both provincial and district level between 1996 and 2005.

The total GVA from the wholesale and retail trade sector at provincial level was just over R8 billion in 2005 and approximately R1.1 billion at district level. It is also important to note that the tourism sector is not measured separately in official economic statistics, but that a substantial part of the tourism sector forms part of the "wholesale and retail trade" sector.

## Wholesale and retail trade sector GVA (current prices, 2005)



Source: EMLM's LED strategy (2007)

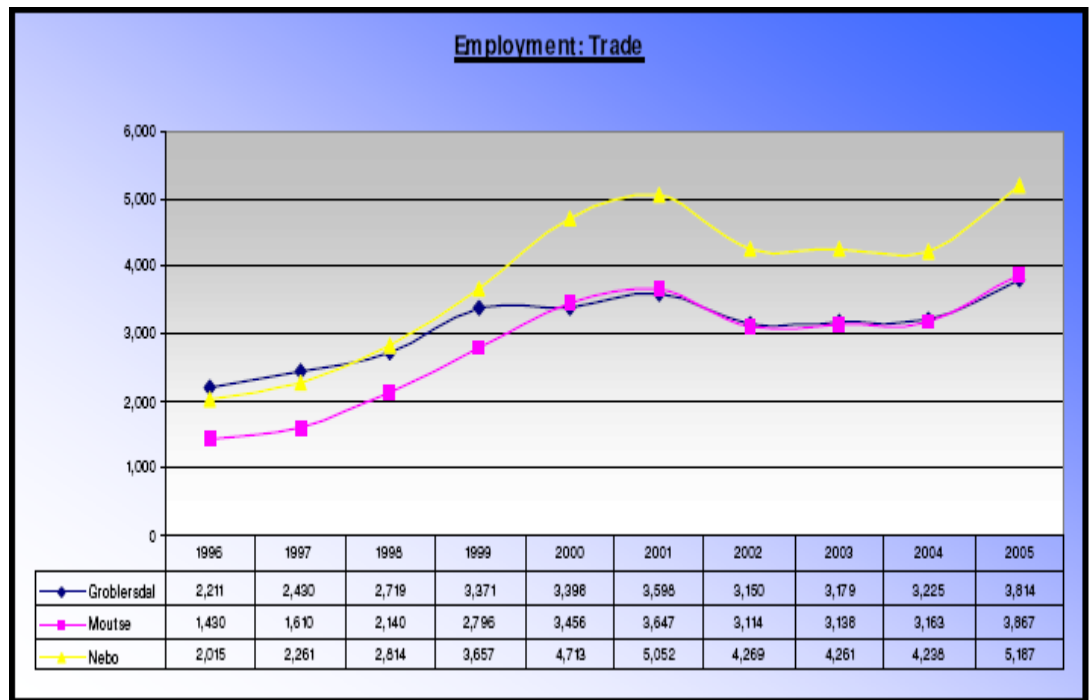
Within the three magisterial districts which form part of the EMLM, the wholesale and retail trade sector accounts for as much as R433 million of total GVA in the Nebo Magisterial District. This is related to the relatively large population concentration in this area and it should be borne in mind that only a portion of this magisterial district is located within EMLM. The total GVA in the Groblersdal Magisterial District has been approximately R195 million and in Moutse R76 million.

The wholesale and retail trade sector is particularly important in the Nebo Magisterial District where it accounted for 30.8% for total GVA by 2005. The comparative district figure was 22.1% and at provincial level 13.5%.

The total number of employment opportunities in the wholesale and retail trade sector showed a considerable increase, both within the GSDM as well as within the EMLM. At the District level the total number of employment opportunities increased from 7 407 to 16 512 in 2005. This growth has been most notable over the period 1996 to 2000, whereafter it has stagnated somewhat.

The total estimated number of employment opportunities in the wholesale and retail trade sector in 2005 was 3 814, 3 867 and 5 187 in the Groblersdal, Moutse and Nebo Magisterial Districts respectively.

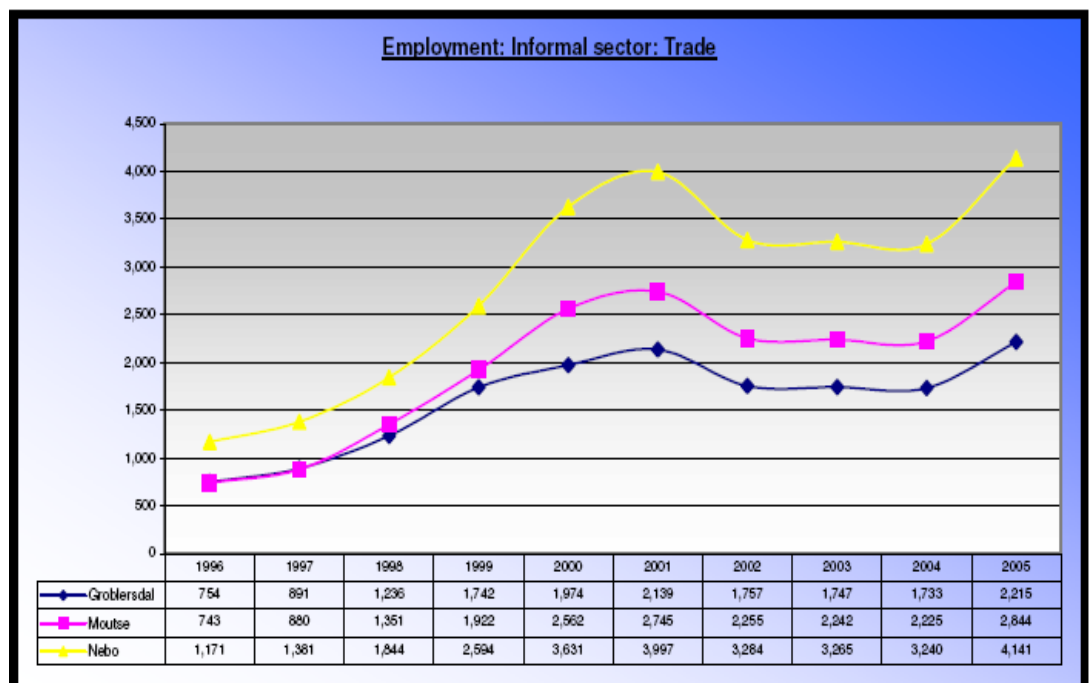
## Total employment in wholesale and retail trade sector



Source: EMLM's LED strategy (2007)

A further particularly notable aspect is the significant increase in the total number of informal sector employment opportunities in the trade sector. This figure has more than tripled in all three the magisterial districts under consideration (see figure 2.28).

## Total informal sector employment in wholesale and retail trade sector



Source: EMLM's LED strategy (2007)

In summary, Groblersdal is the centre of a progressive farming community because of the town's fortunate location in the Olifants River irrigation area below Loskop Dam. Intensive agricultural activities (under 5 irrigation schemes) cover a total surface area of 28 800 ha.

The gross agricultural production of the district is estimated at R250 million per annum. The agricultural produce includes grapes, wheat, tobacco, maize, soya beans, citrus fruits, cotton and vegetables.

### Priority sectors of LMs

Local municipality	Agriculture and agro-processing	Mining	Construction	Tourism	Other sectors	Public Sector
Elias Motsoaledi	X	X		X		X
Fetakgomo	X	X (platinum)	X	X		X
Makhuduthamaga	X	X (concrete)	X	X	X (retail)	X
Marble Hall	X					
Tubatse	X	X (various)		X		X

Source: GSDM IDP, 2007/2008

While the detailed economic sector analysis presented in this section does not information on other sectors such transport and communication, financial and business services, community and personal services and the tourism sectors it encapsulated in a number of key characteristics, which include the following:

- Economic growth rates in the EMLM are generally lower than provincial average.
- Agricultural sector prominent in Groblersdal district (strong comparative advantage in provincial economy).
- Manufacturing sector only making significant contribution in Groblersdal district (relative contribution decreasing).
- Community, social and personal services main economic activity in rural areas/settlements.
- Important role of wholesale and retail trade sector across EMLM.
- Tourism sector has significant development potential but currently underdeveloped.

From a strategy development point of view, these characteristics have a number of important implications, which include:

- The agricultural sector has a strong comparative advantage in the study area and associated development opportunities such as agro-processing and agri-tourism should be strongly promoted.
- The identification and implementation of appropriate agro-processing strategies and projects will result in a meaningful positive impact on the manufacturing sector.
- Government activity (e.g. education, health, etc.) is currently the only notable source of economic activity in many of the remote rural areas and these facilities could thus play key role in initiatives such as entrepreneurial and skills development programmes.
- The wholesale and retail trade sector, including the informal sector, is a prominent sector across all parts of the district municipality and should be supported and promoted.
- The tourism sector has significant potential for development but is currently under developed as far as the infrastructure and the marketing thereof is concerned.

### 2.2.16. LED AND POVERTY REDUCTION PROJECTS

Local government is mandated to encourage economic growth in order to address poverty and unemployment. This mandate is outlined in the Constitution of the RSA (1996) and the White Paper on Local Government (1998). Local economic development (LED) has been identified as an instrument to address unemployment, poverty and redistribution in local municipal areas. DPLG has defined LED as an outcome based local initiative that should be driven by local stakeholders. LED involves identifying and using primarily local resources, ideas and skills to stimulate economic growth and development (Slabbert, 2004).



Local economic development is critical government intervention to create employment opportunities and reduce incidence of poverty. Local economic development is fundamental government strategy to create a climate conducive to stimulate economic growth. Local economic development initiatives are even more important for municipality confronted by significant levels of employment, poverty and HIV/AIDS.

Municipalities are expected to develop local economic development interventions, which are aligned to the NSDP, PGDS and other policy directives that seek to guide interventions that will make a significant impact in stimulating local economies.

The Limpopo GDS has five primary objectives for the development of the province. These include:

- To improve the quality of life of the provincial population using the Spatial Rationale (and ISRDS) to prioritise.
- To promote Sustainable Job Creation and Economic Growth/Development through competitive cluster formation.
- To raise the institutional efficiency of the Provincial Government (good governance).
- To address Priorities that cut across the three objectives above, including Black Economic Empowerment, HIV/AIDS – TB and Poverty Reduction.
- To facilitate Regional Economic Integration – harnessing Limpopo's strategic location as the gateway to Africa towards achieving the objectives of NEPAD.

The PGDS also identified three key implementation programmes to give effect to these objectives:

- Programme 1: Build competitive cluster value-chains of economic activity.
- Programme 2: Science and Technology strategy.
- Programme 3: Employment creation through the expanded Public Works Programme.

The GSDM's LED strategy attempts to support the national priorities by outlining strategic thrusts that are derived from the national imperatives. The GSDM's LED strategy outlines seven main strategic thrusts to guide LED interventions in the district area. These include:

- Maximise economic development from mining growth.
- Support development of agriculture and agro-processing.
- Develop competitive tourism attractions.
- Speed up infrastructure development.
- Remove barriers to land for development.
- Refocus education and skills development
- Organise LED to work better on a large scale.

In view of the critical national, provincial and district imperatives informing local economic development and growth, the EMLM has identified a number of key strategic thrusts that seeks to inform municipal interventions aimed at creating economic opportunities, job creation and reduction of poverty:

- Improved institutional framework and capacity to support local economic development.
- Development of agricultural sector and agro-processing.
- Linkages to opportunities from mining sector.
- Tourism development.
- Business support, entrepreneurial development and second economy interventions.
- Infrastructure and transport development in support of economic development.
- Education, training and skills development.
- Place marketing and industrial recruitment

Local economic development strategies are undertaken in manner that seeks to give effect to identified focus areas or key sectors such as agriculture, mining, tourism and manufacturing and other areas identified in the EMLM LED strategy.

The municipality has also through its LED strategy recognised a number of limitations and pitfalls that undermine the success of LED interventions. These are but not limited to:

- Expensive untargeted foreign direct investment marketing campaigns.
- Supply-led training programs.
- Excessive reliance on grant-led investments.
- Over-generous financial inducements for inward investors (not only can this be an inefficient use of taxpayers' money, it can breed considerable resentment amongst local businesses that may not be entitled to the same benefit).
- Business retention subsidies (where firms are paid to stay in the area despite the fact that financial viability of an operation is at risk).
- Reliance on "low-road" techniques, e.g., cheap labor and subsidized capital

The EMLM LED strategy has a number of implementation strategies that will increase the efficiency and impact of the local economic development initiatives and the capacity of the municipality to effectively support LED initiatives. Such interventions and strategies should lead to the implementation of LED projects with greater enthusiasm.

## 2.2.17. WATER

Most households do not have access to water in their dwellings. Only 43% of households have access to water on site (either inside their house or in their yards). A significant number (57%) of households have access to water that is below RDP standards. This implies that affected households rely on natural sources (such as rivers and springs) for their water supply. The current state of affairs that does not augur well for a developmental oriented municipality that seeks to improve the quality of life of its residents.

### Backlog

There is a slight difference between the STATSS information on water backlog above and the WSDP information. Therefore it is the responsibility of the Water Service Authority to conduct a verification process to test the accuracy of the information.

### Water services

Households	Numbers	%
<b>Above RDP Level</b>		
In-house (Piped water to the dwelling)	2 012	4%
Yard tap (Piped water inside yard)	13 614	26%
Communal standpipe<200m	6 845	13%
<b>Below RDP Level</b>		
Below basic>200m	29793	57%
<b>Total</b>	<b>52263</b>	<b>100%</b>

Source: EMLM, Infrastructure Services, SWOT analysis, 2008

## 2.2.18. SANITATION

Sanitation remains a key development challenge in the municipal area. Only 6% of households have access to waterborne sanitation services. The majority of households have access to sanitation services below RDP standards. 9% of households have access to pit latrines without ventilation, while only 3% have access to septic tanks.

### Backlog

Only 15 077 out of the 46 840 households in Elias Motsoaledi Municipality have access to sanitation services which indicates a backlog of **31 763** households without adequate sanitation.

## Sanitation

Households	Numbers	%
<b>Above RDP Level</b>		
Waterborne (Flush toilets connected sewerage works)	2 901	6%
Septic tanks (Flush toilets with septic tank)	1 624	3%
VIP (Pit latrine without ventilation)	4 567	9%
<b>Below RDP Level</b>		
Below basic.	43 171	83%
<b>Total</b>	<b>52 263</b>	<b>100%</b>

Source: EMLM, Infrastructure Services, SWOT analysis, 2008

### 2.2.19. ENERGY/ELECTRICITY

The municipality and ESKOM are the main electricity supply authorities. The municipality supplies electricity in Groblersdal and Roossenekal and ESKOM supplies the remaining areas receive electricity from ESKOM. Approximately 89% of all the towns and villages comprising the EMLM have access to electricity supply.

EMLM has undertaken a study on its licensed and unlicensed areas in the entire municipal area. The study has confirmed that there is insufficient **bulk** capacity to vigorously extend connections to additional households. In addition, insufficient bulk capacity is undermining economic and housing developments in the Groblersdal and Roossenekal areas.

In the past financial year, EMLM has developed a lighting master plan for all municipal areas. The objective of the study was to understand the financial implications of providing high mast lights in entire municipal area and reduce possible incidence of crime in unlighted areas. The municipality is participating in the Regional Energy Distributions (REDS).

#### Backlog

The current backlog is standing at **11%** in the villages due lack of bulk capacity and budget constraints.

#### Energy

Households	Numbers	%
Grid connection:	46 566	89%
Solar:	48	0.1%
No electricity:	5649	10.9%
<b>Total</b>	<b>52 263</b>	<b>100%</b>

Source: EMLM, Infrastructure Investment Framework, 2007

### 2.2.20. REFUSE REMOVAL

The 2005/2006 IDP indicated that there are four waste disposal sites in the municipal area. They are located in Elandsdoring, Rossenekal, Groblersdal and Motetema. The challenge facing the municipality is non-compliance to the prescribed minimum requirements in managing landfill site.

#### Backlog

Out the four-landfill sites, only one is registered to conduct landfill business. The document further indicated that **73%** of households had no access to refuse removal services.

### 2.2.21. TELECOMMUNICATIONS

Telkom and private service providers are still the main suppliers of telephone services. In terms of census (2001), most people (96%) in the municipal area have access to some form of telephone services (telephone and cellphone in dwelling, telephone only in dwelling, cellphone, neighbour, public telephone, other nearby and not nearby).

#### Indicates access to telephony services

Households	2001	%
Telephone and Cellphone in Dwelling	1801	3.9%
Telephone only in Dwelling	2374	5.2%
Cellphone	10098	22.2%
Neighbour	1451	3.2%
Public Telephone	23749	52.4%
Other – Nearby	1876	4.1%
Other - Not Nearby	2269	5.0%
No Access	1682	3.7%
<b>Total</b>	<b>45300</b>	<b>100%</b>

Source: Census, 2001

### 2.2.22. TRANSPORT AND ROADS

The main modes of public transport that serve the EMLM area are buses and taxis, with the bus services being the secondary mode of transport. At present the services are uncoordinated and both the bus and taxi services follow the same routes that lead to extensive duplication of services. Whereas the bus service is subsidised by government to provide an affordable passenger transport service, the taxi industry is not subsidised.

Only a fraction of the community (4,7%) utilises minibus taxi as a mode of transport to places of work and schools, and 3,5% indicated bus transport as their main mode of transport. More than 85% of people have indicated that they walk as their main mode of travel.

### 2.2.23 LAND TRANSPORT STATUS QUO

The travel modes for the EMLM are indicated in Table 29. It is clear from the data that 94% of the EMLM population walk to their various destinations due to a lack of public transport or a lack of money to pay for public transport or private transport. Minibus taxis are the most popular form of transport with 3% of commuters making use of taxis, while 2% of commuters make use of bus transport. Only 2% of commuters use private vehicles as mode of transport.

#### Travels modes in the EMLM

Travel mode	Numbers	%
Foot/Bicycle	101,732	44%
Private	4,700	2%
Bus	4,233	2%
Taxi	5,847	3%
Not applicable	116,182	49%
<b>Total</b>	<b>232,695</b>	<b>100%</b>

Source: EMLM, Strategic Management, SWOT analysis, 2008

#### **2.2.24. ROAD NETWORK**

The municipality is developing a comprehensive Integrated Transport Network Plan (ITNP) to obtain a better understanding of the road infrastructure and develop strategies to address identified challenges.

#### **2.2.25. PUBLIC TRANSPORT**

There are no commercial airports in the municipality; however there are one registered airfield in Groblersdal Town. This is used as an emergency airfield. It is utilized mainly by the business and tourism sectors, as well as local farming wishing to spray their cultivated fields.

There is no commuter rail service currently provided for passengers in Elias Motsoaledi municipality.

190 (approximately 50% outwards-bound) taxi routes in the GSDM: 15% are in the Elias Motsoaledi municipality.

Of the subsidized bus routes in the district, 57% are in the Elias Motsoaledi Local Municipality.

The route utilization survey noted 1462 taxis in the district area. Furthermore 1372 taxis were noted in the Elias Motsoaledi municipality.

#### **2.2.26. ENVIRONMENTAL ANALYSIS**

The municipality is also developing a comprehensive environmental analysis in order to obtain a better understanding of the current state of its environment. This report will serve in Council and would include interventions to address environmental challenges. It would further align to the approved SDF.

#### **2.2.27. SPATIAL ANALYSIS**

The development of a Spatial Development Framework (SDF) is a legal requirement. Over and above the legal requirement, SDF should be used as a basis for a pro-active or forward/strategic planning system and a land-use management/control system. The SDF should also provide sufficient clarity to guide decision makers in respect of IDP.

SDF supports the provision of a focussed strategic leadership role of local authorities in shaping good places, creating sustainable mixed communities and delivering better local services. It explains the importance of the relationship between SDF and land use management schemes.

The role of local municipalities is that of 'place shapers' providing the strategic leadership needed to bring together various local agencies and groups in order to build a vision of how to respond to and address the challenges facing a locality in a co-ordinated way. They will do this in a variety of ways but critically through partnership, by developing a joint vision, supporting and working with other bodies and commissioning others. In other words, SDF provide a general direction to guide IDP and decision-making as well as actions and over a multi-year period and to indicate the desired spatial form of the municipal area. Thus enabling visual representation of the spatial objectives, formulate spatial strategies and a strategic development framework.

#### **2.2.28. LAND USE AND POTENTIAL**

The municipality is dominated by commercial and subsistence farming; the second most significant land use is the potential conservation areas, especially within the municipal areas. These potential conservation areas may eventually encompass roughly one third of the municipality.

#### **2.2.29. EXISTING LEGISLATION**

The new legislative environment has substantially transformed the planning system in South Africa. Community responsive policy-making at its heart of the transformed planning system and is intended to deliver sustainable development.

The Municipal Systems Act (2000) places its focus far wider than traditional land-use planning. The new spatial planning system is tasked to deliver positive social, economic and environmental outcomes, and requires planners to actively collaborate with the wide range of stakeholders and agencies that help to shape local areas and deliver local services. While previous Town Planning Ordinances and R293 legislation guided planning processes, modern planning is guided and assisted by Town Planning Scheme and Land Use Management Scheme (LUMS).

### 2.2.30. HIERARCHY OF SETTLEMENTS

The Limpopo Province Spatial Rationale, 2002 identified a settlement hierarchy for Limpopo and the hierarchy for the GSDM area is also described in terms of this hierarchy. A settlement hierarchy is usually based on the classification of individual settlements (e.g. towns and villages). The settlement hierarchy as contained in the Limpopo Province Spatial Rationale is as follows:

SETTLEMENT CLUSTERS	1 <sup>ST</sup> Order Settlements (Growth Points) [GP]	Provincial Growth Point [PGP] District Growth Point [DGP] Municipal Growth Point [MGP]
	2 <sup>ND</sup> Order Settlements (Population Concentration Points) [PCP]	
SETTLEMENTS/VILLAGES	3 <sup>rd</sup> Order Settlements (Local Service Points) [LSP]	
	4 <sup>th</sup> Order Settlements (Village Service Areas) [VSA]	
	5 <sup>th</sup> Order Settlements (Remaining Small Settlements) [SS]	

Settlement clusters indicate priority development areas/nodes in which primarily first order (three types of growth points) and second order settlements (population concentration points) are identified. Growth Points are the highest order in the settlement hierarchy, with Population Concentration Points being the second order in the proposed settlement hierarchy.

The current EMLM's SDF identifies the following settlements in first, second and third order settlements:

#### Hierarchy of settlements in EMLM

1 <sup>st</sup> Order Settlements	2 <sup>nd</sup> Order Settlements	3 <sup>rd</sup> Order Settlements
Groblersdal, Monsterlus, Motetema/Tafelkop	Ntwane, Elandslaagte, Sephaku	Moteti and Zoetmelksfontein

### 2.2.31. STRATEGIC DEVELOPMENT AREAS (SDAS)

The EMLM SDF (2007) has made a number of spatial development proposals. These areas would require coordinated interventions that would stimulate the realisation of their full potential:

- ❖ Groblersdal (Provincial Growth Point);
- ❖ Motetema- Tafelkop (Municipal Growth Point);
- ❖ Monsterlus (Municipal Growth Point);
- ❖ Ntwane (Population Concentration Point);
- ❖ Elandslaagte (Population Concentration Point);
- ❖ Sephaku (Population Concentration Point);
- ❖ Moteti (Population Concentration Point); and
- ❖ Moteti (Local Service Point).

### 2.2.32. HOUSING

Housing delivery remains a key government intervention to redress the ills of the past and restore the dignity of the poorest of the poor.



This recognition is clearly reflected in the Housing Policy and Strategy (1994) that focuses on stabilising the environment to transform the extremely fragmented, complex and racially based financial and institutional framework inherited from the previous government, whilst simultaneously establishing new systems to ensure delivery to address the housing backlog. There is no doubt that housing remains one of the few visible signs of government's success to address the needs of the poor. It is therefore critical that local municipalities play their role in facilitating the delivery of houses in their areas. This role is adequately outlined in the Housing Act (1997). Local government is expected to:

- Conduct IDP to promote housing;
- Ensure access to adequate housing on progressive basis;
- Provide services that support sustainable settlements;
- Ensure that the health and safety of the citizens living in the municipality is protected;
- Sets its own housing delivery goals; and
- Identifies land for housing development.

There is no doubt that delivering, *"well-managed entities in which economic growth and social development are in balanced with the carrying capacity of the natural systems on which they depend for their existence and result in sustainable development, wealth creation, poverty alleviation and equity"*, will improve the quality of life of housing beneficiaries.

Aligning the legislative and policy notions require municipality to elevate housing as a key development priority. In this way, municipalities need to set clearly defined housing delivery targets and allocate requisite infrastructure investments to realise the objectives of the comprehensive plan for the development of sustainable human settlements.

In the period between 2002-2005, the municipality had delivered 273 houses. In the second quarter of the 2007/2008 financial year, the municipality reported to have completed 24 foundations and 14 houses at the wall plate level against a target of 500 housing units. It is critical that the municipality develops a housing strategy that would accelerate housing delivery in an integrated manner within the context of national, provincial and district imperatives. This strategy should form the basis of a housing charter to be included in the IDP and lay the foundation to building the necessary capacity to apply for accreditation.

### **2.2.33. AGRICULTURAL LAND**

The most central area and eastern parts of the municipality can be regarded as high potential agricultural land (irrigation), which will influence the spatial development of the area. The dependence of the local economy on Agriculture, and the current location of high potential agricultural land in relation to existing development and service networks, ensures that this factor will thus also influence future development initiatives. It is imperative that this resource be protected for the economic well being of the area.

### **2.2.34. LAND CLAIMS**

The objectives of the Land Reform Programme (distribution, security of tenure and redistribution) are to provide security of tenure to the landless, and to promote production opportunities to improve the livelihoods of people. Currently the emphasis is on restitution and to a limited extent on redistribution. The areas of traditional authorities were part of the former homelands of KwaNdebele and Lebowa.

Areas in KwaNdebele were developed as resettlement areas for people removed from farms earlier. Few of these settlements are formalised and proclaimed through land tenure upgrading programmes already and a limited number of title deeds have been issued to date. The major challenges that are faced by the Land Reform Programme remain the following:

- The integration of the settlements in the former homeland areas into the economic activities of the municipal area.
- The transfer of ownership of erven in these areas to the residents (conveyancing).

- Effective land use management of these areas, which include the proper mapping and surveying of these areas, the compilation of a municipal valuation roll for the areas, and the design of a proper Land Use Management System (Town Planning Scheme) to guide and manage land uses in these areas.

The Redistribution Programme aims to settle households on productive agricultural land, which is economically sustainable. The Labour Tenant Programme provides both job opportunities to the households and generates sustainable incomes where tenants work in the project. Apart from the above technical challenges being faced in the area, the following administrative/operational matters also need to be addressed:

- Resistance to Land Reform from traditional authorities.
- Ineffective relations with the Dept. of Land Affairs.
- Ineffective and slow process of township proclamation and transfer of properties.
- Large portions of Government land still belongs to Department of Public Works and is not transferred to the municipality.

The Commission on Restitution of Land Rights provided the following inputs to the IDP:

- **Bakgaga Ba Kopa Community** lodged a land claim on the farm Rietkloof 266 JS and several other farms. In 2003, the Minister of Land Affairs approved the restoration of the farm to the Bakgaga Ba Kopa Community. The land restored to the community (2640 registered households) is 14074.0665 ha. Fundile Afrika has conducted a status quo report, including needs analysis for the community. The Community has identified agriculture, settlement and tourism as main activities that require development.
- The **Masakaneng Community** lodged a land claim on the farm Klipbank 26 JS. The Minister of Agriculture and Land Affairs approved the restoration of the remaining extent of portion 2 of the farm to the Masakaneng Community. The office of the Regional Land Claims Commissioner is in the process of facilitating the development of business plan for this community. The envisaged land use by the community includes agriculture and settlement. The extent of the farm is 128.6121 ha. The estimated number of households is 500.
- **Kwa Sibande Community** successfully lodged a claim on portion 7, 16, 17 and 22 of the farm Blaawbank 179 JS, measuring 420.1665 hectares in total. The Minister of Agriculture and Land Affairs has approved the claim. The Mpumalanga Regional Land Claims Commission will facilitate the development of a viable business plan for this community. The community indicated that they want to use the land for agricultural enterprises and settlement. Other activities will be explored when the business plan is developed. Kwasibange Community comprises of 150 households.
- **Kwa Maqhuse Community** lodged a claim on the farm Kafferskraal 181 JS measuring 2321.3459 hectares. This claim has been successful and approved by the Minister of Agriculture and Land Affairs. The business plan has been developed. Settlement, Eco-Tourism and agriculture are the main activities identified. The Community has 400 registered households.

### Topography

The municipality's topography is characterized by undulating slopes interrupted by koppies, mountains and valleys. The main mountains are Mapule, Boshalala, and Phooko in the south and southwest of the municipality, Thabaleboto in Moosterloos in the west and Ramohllokolo in the north in Motetema. The Olifants river valley bisects the municipality and forms a haven of agricultural development.

## 2.2.35. CLIMATE

### Rainfall

The area is in the summer rainfall (October to March) region of South Africa and has an approximated annual rainfall of 878mm. An average of 123.1mm is recorded for the month of January, the month with the highest average rainfall. Approximately 25 days of the year, during March through to October, frost is expected (Soil and Irrigation Research Institute, 1987).

## **Temperature**

Warm summers and cold winters are generally expected for the region of the preferred site, with average maximum and minimum temperatures of 20.3 degrees Celsius and 7.3 degrees Celsius, respectively.

## **Water Scarcity**

The depth of groundwater on the proposed property may be affected by the construction of a large dam. The dam may also influence the flow and nearby rivers which might also be affected by the ground-water depth. Steelpoort has a harvest potential of 10 000 – 15 000 m<sup>3</sup>/km<sup>2</sup> per annum. The harvest potential of the environment is directly related to (among others) the water in the region (groundwater, rivers and streams). The impact of the Upper reservoir (during the construction, filling and operational phases) must be considered. Wetlands were found to exist near the preferred site, but not in its footprint. It is however necessary that boundaries and barriers be put up, to ensure that the wetlands are not adversely affected during the construction and operational phase of the project.

## **Air Quality and Pollution**

The main sources of air pollution are the operations at the mines whose impact is at an acceptable level as per the environmental impact studies done before the operations started. The municipality is also developing a comprehensive environmental analysis in order to obtain a better understanding of the current state of its environment.

This report will serve in Council and would include interventions to address environmental challenges. It would further align to the approved SDF.

## **Environmental challenges**

Consequently, although problems such as water pollution, soil erosion, deforestation and prevalence of invasive alien plant species are noted in the municipal area, there is no clear statement or coordinated strategy for the promotion, monitoring and enforcement of environmental management guidelines.

## **Environmental Sensitive areas**

The mountainous area and hydrological pattern to the central and eastern parts of the municipal area can be considered as development constraints and can also influence the design of a future spatial pattern, in that their position is fixed. The areas along major rivers, as indicated on the mapping documentation, can however encourage a greenbelt effect.

Consequently, although problems such as water pollution, soil erosion, deforestation and prevalence of invasive alien plant species are noted in the municipal area, there is no clear statement or coordinated strategy for the promotion, monitoring and enforcement of environmental management guidelines.

## **Mining**

- The potential impact of new mining activities in the vicinity of Steelpoort, as well as
- Groblersdal should also be assessed as part of the housing initiative.
- A few isolated mining activities towards the south-east and south-west.
- A freight railway line towards the east linking the mining activities at Roossenekal towards the south.

## **CHALLENGES**

New mining activities within the Elias Motsoaledi municipality could potentially create land use conflicts between mining and agricultural activities.

### **Projects linked to EIA process**

- Establishment of cemeteries to adhere to Environmental Impact Assessment (EIA),
- Geo-technical Assessment and requirements of Department of Water Affairs.

### **Environmental Problems**

Lack of an Environmental Management Plan (EMP) undermines efforts to regulate environment problems in the municipal area. Some of the environmental problems are likely to occur as a result of new mining activities. Lack of EMP denies the municipality a framework to evaluate the potential impact of land use changes and development applications.

EMLM should develop an EMP to develop a database of environmental sensitive areas in the municipal area. The municipality would endeavour to develop the requisite capacity to develop and implement environmental by-laws.

## **2.3. SOCIAL ANALYSIS**

### **2.3.1. EDUCATION AND SKILLS DEVELOPMENT**

Education remains a key development challenge in the municipal area. Lack of desired education levels undermine the development objectives and strategies that the municipality has put in place to address poverty and unemployment. The previous grade 12 results bear testimony to the education challenges in the municipal area. The overall grade 12 results amounted to 45% of the schools within EMLM.

The municipality recognises that educational facilities would play a significant role in contributing to building the requisite skills and competencies commensurate with the municipal vision and implementation of its economic development strategy. The efficiency of the individual schools in the area varies from one area to another. Poor areas have posted the lowest scores in 2009.

There are two libraries in the municipal area, one is located in Groblersdal and the other at Roossenekal. In essence there are thus no libraries in the settlements outside these two towns. The lack of library services hampers efforts to improve literacy rates within the area. In addition, it does not auger well for building the necessary skills base to bolster economic growth in the municipal area.

### **Objectives**

EMLM would support National and Provincial programme aimed at restoring the culture of teaching and learning in our schools.

For both the public infrastructure and the private investment programmes, the single greatest impediment is shortage of skills – including professional skills such as engineers and scientists; managers such as financial, personnel and project managers; and skilled technical employees such as artisans and IT technicians

A new institution is the Joint Initiative for Priority Skills Acquisition (JIPSA). A committee of the Deputy President, key ministers, business leaders, trade unionists and education and training providers or experts, leads JIPSA.

The municipality would coordinate the development of a skills development programme to involve and benefit the youth and other members of the community in order to address the skills shortage in the municipal area.

## **2.3.2. HEALTH AND WELFARE**

### **Health Facilities**

Local government is mandated to improve the quality of life of its communities. Access to health and welfare services is central in fulfilling this mandate. It is therefore vital that communities have access to health and welfare services and facilities. Mobile clinics provide primary health care services to settlements with no fixed clinics or which are situated in outlying areas or small settlements.

Health service delivery at a local government level is essentially about ensuring that communities have access to primary health care and this is delivered with a view to achieving the following objectives:

- optimal utilisation of resources;
- creation of partnerships with communities to ensure that communities are health literate;
- development of community health committees to deal with management of HIV/AIDS, etc;
- protection and safe guarding of health facilities; and
- Promotion of a safe, hygienic and healthy environment.

The Department of Health currently run various programmes in the municipal area which include the following:

- Health Promotion
- HIV/Aids, STI and TB
- Communicable Disease control
- Mother, Child, Women, Youth Health
- Environmental Health
- Detailed Projects
- Home Based Care projects
- HIV/Aids Projects
- Poverty Alleviation Projects

Welfare services remain a key government intervention to alleviate the plight of the poor and poor communities. There is evidence that the majority of poor residents depend on various grants offered by different departments. The various grants benefiting the poor and vulnerable are geared to address some of the issues outlined below:

- There is a general need for the provision of facilities and services for the aged, the disabled, AIDS orphans and other orphans, the homeless street children, mentally ill and all the vulnerable groups afflicted by poverty in the Elias Motsoaledi Local Municipality area.
- Pension payouts are generally in a poor state and where applicable there is a need to combine them with Multi-purpose Community Development Centres and to properly equip them with shelter, water, seating and toilet facilities.
- The Community Home Based Care facilities need to be mobilised, capacitated and resourced in order to help address the above community challenges/anomalies.
- It is in the Elias Motsoaledi Local Municipality interest therefore to collaborate with the Department of Health and Social Development in its efforts to address these social ills and create an enabling environment that invest in human capital including the impact of HIV and Aids.

### **Objectives**

EMLM is committed to supporting the Provincial government in the roll-out of health programmes aimed at improving the quality of life of residents and local communities.

### **2.3.3. CULTURE, SPORTS AND RECREATION**

#### **Background and Problem Statement Sports Facilities**

There are 6 formal sports and recreational facilities comprising a rugby field in Groblersdal; a cricket and soccer field in Tafelkop; and four soccer stadiums in Elandsdoorn, Groblersdal, Hlogotlou and Tafelkop respectively. In addition to the above there are 30 informal sports fields in the Moutse, Hlogotlou, Zaaiplaas and other parts of the municipality.

The current focus of the municipality is to maintain the existing sports facilities rather than providing any significant expansions or new facilities. Cultural Historic Sites and Tourist Attractions in the Elias Motsoaledi Local Municipality area are also not actively formalised or promoted. At present no provision has been made with regard to funding for Sports and Recreation, Arts or Culture by the EML, GSDM or the Provincial Department of Sports, Arts and Culture. During a recent strategic planning session it was agreed that the municipality should find ways of addressing sports facilities in the municipal area.

The municipality has only Tafelkop stadium, OR Tambo Stadium, Monsterlus.

#### **Objectives**

Sports, arts and culture remain a key vehicle for social integration and moral regeneration interventions. Sports, arts and culture interventions have a potential to unite communities and break racial barriers. EMLM aims to use sports, arts and culture programmes of the District municipality and other sector departments to restore human dignity and provide the youth with activities that would reduce their exposure to risk behaviours. .

### **2.3.4. SAFETY AND SECURITY**

#### **Background and Problem Statement Safety and Security Facilities**

The recent crime statistics are showing improvement in some areas while in other areas there is evidence of increases. In addition communities are not always reporting incidence of crime in their areas. Failure to report incidence of crimes distorts statistics on the results recorded towards the fight against. Incidences of crime are also attributed to road traffic violations such as driving under the influence of alcohol, reckless and negligent driving and mere disobeying of road signs. These include failure to honour stop signs and speed limits. All these contribute to increases in road fatalities which have dire consequences to economic growth in the area.

Poor safety and security conditions undermine the efforts of creating a democratic society that respects and value the right to life, ownership of property, and other rights enjoyed by all persons in this country.

Lack of resources is mostly to be blamed for not being able to maintain a safe and secure environment to all municipal residents, businesses, schools and visitors. There are seven police stations (see table below) within the Elias Motsoaledi Municipal Area. The available police stations are not necessarily sufficient to provide visible and effective policing throughout the entire municipal area. There is a need for all stakeholders to contribute towards the optimal utilisation of available resources. Communities should be encouraged to avoid making hoax calls and other actions that lead to fruitless deployment of limited resources. There are seven police stations in EMLM.

The municipal would continue to explore ways and means to increasing its capacity to fully enforce the whole municipal area.

#### **Objectives**

Safety and security in EMLM is driven by the need:



- To ensure a safe and secure environment by enforcing by-laws at the local level in the municipality, and assisting the SAPS and other institutions in performing their functions.
- To facilitate the process of establishment of Community Policing Forums in the municipal area.

### **2.3.5. EMERGENCY SERVICES**

#### **Emergency Services**

Emergency Services have been fully transferred to the District municipality. There is one fire station in Groblersdal Town, which serves the entire municipal area, and even beyond. The Sekhukhune District Municipality provides ambulance and fire fighting services.

There are currently two fire engines; one is rescue vehicle and skid unit.

#### **Objectives**

The municipality intends to develop a disaster management plan and a comprehensive response plan to communicate disasters to the District municipality.

### **2.3.6. POST AND TELECOMMUNICATION**

Postal facilities can comprise fully-fledged post offices, postal agencies (satellites) or mobile units. There are approximately 15 postal facilities in the entire Elias Motsoaledi Municipal Area. Of the 15 postal facilities about 5 are fully-fledged postal outlets and 10 are agencies or satellites. The 5 main post offices in the Elias Motsoaledi Local Municipality are located in Groblersdal, Hlogotlou, Moutse, Roosenekal and Tafelkop. Mail collection points are also used in remote areas as another form of providing postal service to communities.

Telkom and private service providers are the main suppliers of telephone services. Most people (96%) in the municipal area have access to some form of telephone services (telephone and cell phone in dwelling, telephone only in dwelling, cell phone, neighbour, public telephone, other nearby).

#### **Objectives**

- To facilitate the expansion of postal services to all villages throughout the municipal area.
- To facilitate the expansion of telephone services throughout the municipal area and to ensure that at least 5000 more households have access to telephones in their houses within the next five years.

### **2.3.7. CEMETERIES**

#### **Background and Problem Statement**

EMLM has a large number of small cemeteries located throughout the municipal area in or around virtually each and every town and village. It is very difficult and expensive to manage and maintain such a large number of cemeteries, and as a result in many cases no burial registers are being kept. In addition to the above each cemetery also needs ablution, lighting, fencing, water and maintenance that is almost impossible to duplicate for each of these cemeteries. Some kind of consolidation strategy is thus required regarding the provision of cemeteries. As a result of the function being transferred to the District municipality, EMLM has not allocated any funds for any maintenance, upgrading or planning of cemeteries.

#### **Objectives**

EMLM would continue to engage GSDM so that well-managed regional cemetery services to the Groblersdal community and to have a full range of services/amenities available at each of these regional cemeteries are established. In addition, EMLM would participate in any project aimed at formalising and upgrading of the existing cemeteries in the area and to update the relevant burial registers.

### 2.3.8. WATER AND SANITATION

Since June 2003, EMLM water and sanitation services function have been transferred to the GSDM. The GSDM has subsequently appointed **EMLM as water services authority** as of the 2007/2008 financial year. The appointment of EMLM as water services authority entail the responsibility for operations and maintenance of three towns, i.e.

- 1) Groblersdal;
- 2) Motetema; and
- 3) Roossenekal.

Most households do not have access to water in their dwellings. Only 43% of households have access to water on site (either inside their house or in their yards). A significant number (57%) of households have access to water that is below RDP standards.

This implies that affected households rely on natural sources (such as rivers and springs) for their water supply. The current state of affairs that does not augur well for a developmental oriented municipality that seeks to improve the quality of life of its residents.

Sanitation remains a key development challenge in the municipal area. Only 6% of households have access to waterborne sanitation services. The majority of households have access to sanitation services below RDP standards. 9% of households have access to pit latrines without ventilation, while only 3% have access to septic tanks.

The municipality would provide a social package on **free basic services** as part of its Indigent Policy. The social package would provide guidelines on how to implement tariffs on areas such Motetema. These guidelines would provide information on households receiving free basic sanitation.

#### Objectives

The main thrust of water and sanitation services function is to ensure that water and sanitation provision complies with national standards. EMLM would support the District municipality in the roll-out of water and sanitation infrastructure to extend the service to previous un-serviced residential areas and villages.

EMLM aims to develop interventions to reduce water losses to acceptable levels.

### 2.3.9. ELECTRICITY SUPPLY

The **municipality and ESKOM** are the main electricity supply authorities. The municipality supplies electricity in Groblersdal and Roossenekal and ESKOM supplies the remaining areas receive electricity from ESKOM. Approximately 89% of all the towns and villages comprising the EMLM have access to electricity supply. The current backlog is standing at 11% in the villages due lack of **bulk** capacity and budget constraints.

EMLM has undertaken a study on its licensed and unlicensed areas in the entire municipal area. The study has confirmed that there is insufficient **bulk** capacity to vigorously extend connections to additional households. In addition, insufficient bulk capacity is undermining economic and housing developments in the Groblersdal and Roossenekal areas.

In the past financial year, EMLM has developed a **LIGHTING MASTER PLAN** for all municipal areas. The objective of the study was to understand the financial implications of providing high mast lights in entire municipal area and reduce possible incidence of crime in unlighted areas. The municipality is participating in the Regional Energy Distributions (REDS).

#### Objectives

The main thrust of the electricity unit is to upgrade Groblersdal and Roossenekal sub-stations.

The municipality would also be installing high mast lighting at Elandsdoring Township.

### **2.3.10. ROADS, STORMWATER AND SANITATION**

#### **Background and Problem Statement**

The municipality has completed the study on municipal roads network and summarised the findings as follows:

The municipality has 84.3km of surfaced roads of which 79.1km is asphalt or double seal and 1.3km of block paving. The replacement value of the current roads network is estimated at R88.4 million.

The gravel roads in the entire municipal area are 1367.6km. The gravel roads are in bad state. These are assessed as dirt roads. There is a need to upgrade to a better state. The cost of upgrading them to better gravel roads is R318, 000,000.00 and the estimated cost of surfacing the current kms of gravel roads amounts to R1, 000,000,000.00.

#### **Objectives**

The municipality intends to establish a roads construction unit in the Infrastructure Department to construct gravel roads. The roads construction would focus entirely on the construction of gravel roads in order to reduce the current backlogs.

### **2.3.11. WASTE MANAGEMENT AND REFUSE REMOVAL**

Waste management remains a key service delivery challenge for EMLM. The current landfill sites are not only compliant. The municipality has been unable to extend access to all villages, formalised area and informal settlements.

There are four waste disposal sites in the municipal area. These are located in Elandsdoorn, Roossenekal, Groblersdal and Motetema. The challenge facing the municipality is non-compliance to the prescribed minimum requirements in terms of managing the landfill sites. Of the four-landfill sites, only one (Groblersdal) is registered to conduct landfill business. This lack of compliance is attributed to unavailability of the necessary equipment.

EMLM has developed an Integrated Waste Management Plan (IWMP) to address non-compliance and ensure effective landfill sites management. The IWMP is being reviewed.

The municipality is current collecting refuse in Groblersdal, Hlogotlou, Motetema, Rossenekal and Dennilton areas. This amounts 9,331. This falls short of the number of households in the municipal area. The majority of households dispose of their own waste. This has led to the mushrooming of illegal dumping sites in the municipal area.

#### **Objectives**

The following are the priority objectives regarding Waste Management in the municipal area have remained the same since 2006.

- Rehabilitation and management of current landfill sites.
- Extending waste removal services to other areas in the municipality.
- Address organogram and budget to extend waste removal services.
- Properly trained staff and operational equipment needed.
- Investigate the viability of implementing a Waste Recycling Strategy.

## 2.3.12. ENVIRONMENTAL MANAGEMENT

### Background and Problem Statement

There is currently no Environmental Management Plan (EMP) in place for the EMLM municipal area. Land use change and development applications can thus not be evaluated in terms of potential environmental impact, as there is no knowledge on environmental issues/sensitive areas in Greater Groblersdal. The organisational structure of the EMLM is also not structured to deal efficiently with this function. This is in conflict with the requirements of the Environmental Management Act.

Of even greater concern now is the fact that the new mining activities in the Elias Motsoaledi Municipal Area could have huge environmental implications e.g. increased vehicle traffic, noise pollution, air and water pollution, environmental degradation etc, and the municipality has no Environmental Management Plan to guide, manage and facilitate the process. In the new financial year (2010/2011), the EMLM would engage service providers to develop the **EMP** in order to address long standing issues on environmental management.

### Objectives

The municipality intends to develop EMP. The municipality would also endeavour to reconfigure its organogram to ensure adequate performance against this function. The municipality would also develop environmental management by-laws to regulate the up-keep and storage of animals in the municipal area.

## 2.3.13. ECONOMIC DEVELOPMENT

### Background and Problem Statement

The EMLM **LED strategy** has a number of implementation strategies that will increase the efficiency and impact of the local economic development initiatives and the capacity of the municipality to effectively support LED initiatives. Such interventions and strategies should lead to the implementation of LED projects with greater enthusiasm.

This could be done by developing a Local Economic Development Strategy for the Elias Motsoaledi Local Municipality, which assesses the potential of each economic sector in the municipality, and then formulate a strategy around each of these. Sectors that should be included in the Elias Motsoaledi Local Municipality assessment are:

- Agriculture
- Mining
- Manufacturing
- Retail and Trade
- Services
- Tourism

Other issues related to Economic Development which were reported by the municipality are as follows:

- Land ownership patterns within the municipality, which are still not integrated and are still divided along gender and racial lines.
- Current development patterns need to be revised and emerging small black farmers (Hereford farms) to be affirmed.
- Further skills training like marketing skills should be conducted.
- Entrepreneurs should be assisted to gain smoother and easier access to markets (LED).
- Address the lack of electricity and water on farms, which hampers economic development.

## **Objectives**

The main thrust of the LED strategy improves economic growth and reduces unemployment and poverty in the municipal area.

### **• Tourism Development**

EMLM has signed a MOU with Limpopo Tourism and Parks. The MOU will culminate in the renovation of the tourist information centre. The agency is will seconding officials to operating the centre.

The EMLM would be embarking on a strategic tourism signage programme.

### **• SMME Development**

As part of EMLM commitment to support SMMEs, the municipality would facilitate a comprehensive capacity building programme for SMMEs. The capacity would entail training on developing business plans, financial management and access to finance.

### **• Farmers Support**

Guiding emerging farmers to sources of finance and overall business development programmes. In addition, the municipality would provide facilities for the produce of emerging farmers.

### **• Investment Promotion**

EMLM would facilitate the hosting of an investment promotion summit in the new financial year (2010/2011). The purpose of this summit is to attract potential investors and provide networking platform for local businesses and established businesses.

## **2.4. INSTITUTIONAL ANALYSIS**

### **2.4.1. ESTABLISHMENT, CATEGORY AND TYPE OF MUNICIPALITY**

The EMLM municipality was established in 2000. EMLM is a category B municipality as determined in terms of Municipal Structures Act (1998). EMLM is a municipality with a Collective Executive System as contemplated in Section 2(a) of the Northern Province Determination of Types of Municipalities Act (2000). The establishment of the municipality fulfilled the local government transformation process as articulated by the White Paper on Local Government, 1998. The White Paper envisaged the form and nature of new local government structures in the country. The new local government structures are mandated to improve the quality of life of their citizens and residents.

### **BOUNDARIES**

The municipal area of EMLM was proclaimed in terms of the Municipal Demarcation Act, 1998 per Provincial Gazette Extraordinary, Notice No. 719 of 2001

### **2.4.2. COUNCILLORS**

The Council of EMLM consists of 28 proportionally elected councillors and 29 ward councillors. The Council of the local municipality may designate any of the following office-bearers as full time councillors in terms of section 18(4) of the Municipal Structures Act, 1998:

- Mayor
- Speaker; and
- Members of the Executive Committee.

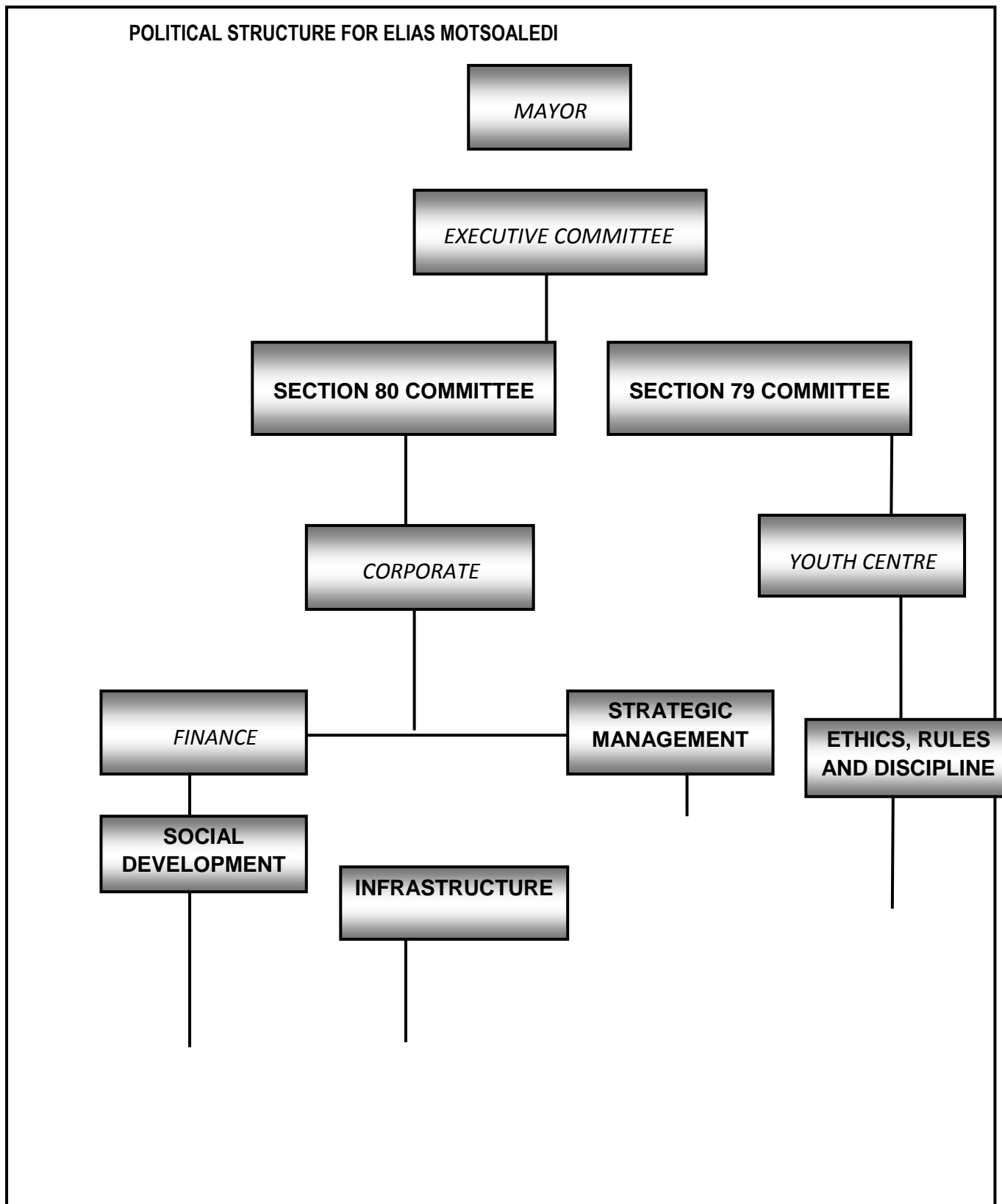
### **2.4.3. POLITICAL STRUCTURE**

A municipal Council is a backbone of good governance. Good governance entails initiatives to strengthen the institutions of government and civil society with the objective of making government more accountable, more open and transparent; more democratic and participatory; and promoting the rule of law. It is further stated that in promoting governance, a range of societal relationships must be addressed, which includes the relationship between governments and citizens; the relationship between politicians and public servants; the relationship between the spheres of government; and the relationship between the legislature and the executive (van Rooyen and Naidoo, 2006).

In order to realise the notion of good governance, Councillors as servants of local communities are elected to govern the municipal area with the sole purpose of improving the quality of life of communities.

The political structures of the Elias Motsoaledi Local Municipality provide political leadership while the administration structure is responsible for the day-to-day implementation and management of the municipality and its activities. Political Governance is provided through a number of important structures as listed below.

- The Council;
- The Mayor;
- The Executive Committee;
- Speaker;
- Section 79 and 80 Committees;
- Ward Committees.



EMLM has a municipal Council consisting of 57 Councillors including proportional representation and ward Councillors. The Council is the highest policy making structure in the municipality and it also provides political leadership. The municipal Council is under the stewardship of the Speaker, while the Mayor leads the Executive Committee. The Office of the Mayor is established in the administration whose responsibility it is to coordinate activities of the Mayor, the Executive Committee and other committees of the Executive. The municipality has 29 Ward Committees.



The following traditional leaders were identified in terms of Section 81(2) (a) Structures Act, 1998 and published in Provincial Government Notice No. 55 of 2001 to participate in the proceedings of the EMLM municipal Council:

- Kgosi: Rammupudu II
- Kgosi: Matsepe
- Inkosi: Maphepha II Mahlangu
- Kgosi: Mathebe

#### 2.4.4. ADMINISTRATIVE STRUCTURE

The administrative part of the Elias Motsoaledi Local Municipality is headed by the Municipal Manager who reports directly to the Mayor and Speaker of Council. There are five fully fledged departments that perform the technical, financial and administrative functions assigned to the municipality, while Strategic Management sits in the office of the Municipal Manager.

##### **EMLM administrative structure**

There are four five fledged departments in the municipality. These are:

- Strategic Management
- Corporate Services
- Infrastructure
- Social Development
- Finance

#### 2.4.5. INSTITUTIONAL POLICIES:

EMLM has approved a number of municipal policies geared at assisting the municipal organisation to administer its affairs in a manner that complies with legislation and implement the developmental mandate of the municipality. The municipality continues to review and amend its policies to reflect changing legislative framework and policy environment. EMLM has approved the following institutional policies:

APPROVED EMLM INSTITUTIONAL POLICIES			
<b>Annual Leave</b>	Anti- Corruption	Community Participation	Employment Equity
<b>Conflict Of Interest</b>	Debt/Credit Control	Delegation Of Powers	Grievance Policy And Procedure
<b>Disciplinary Policy And Procedure</b>	Electronic Communications: E/Mail/Internet	Employee And Political Office Bearers Code Of Conduct (Rules & Regulations	HIV/AIDS
<b>Municipal Rates</b>	Placement	Key Control	Policy On Advertisement
<b>Exit Interviews (Guidelines &amp; Regulations)</b>	Family Responsibility Leave	Performance Management Policy and Guidelines	Policy On Appointment Of Fulltime Councillors

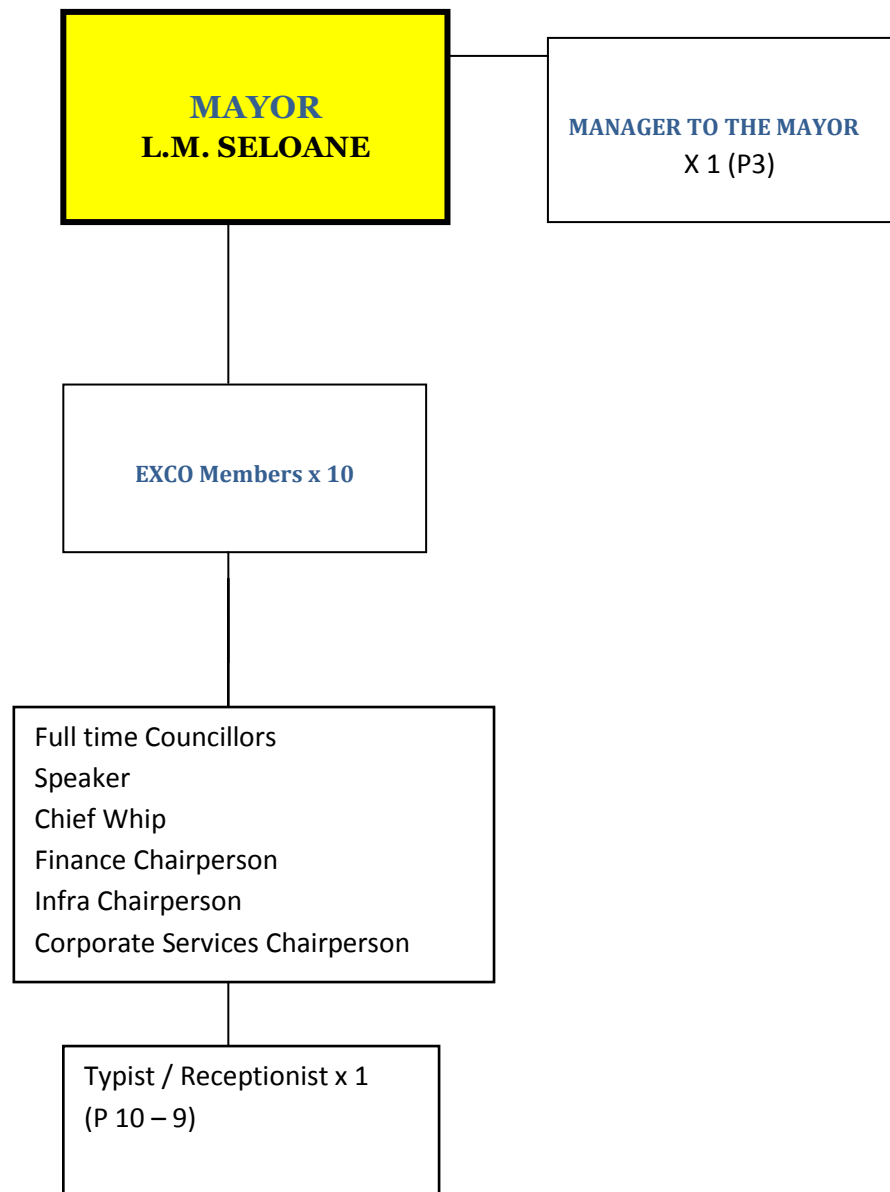
<b>Harassment</b>	Health, Safety & Reporting Policy & Procedure	Policy On Acting Allowance For Officials Of The EMLM	Ward Committees & Community Participation
<b>Indigent</b>	Investment	Rendering Of A Security Service	Policy On Experiential Training
<b>Maternity Leave</b>	Mayoral Vehicle	Sick Leave	Attendance Of Conferences, Workshops, Meetings, Training, Etc- Delegates Representing The Greater Groblersdal Municipality
<b>Official Housing</b>	Overtime	Tariff	
<b>Public Holiday</b>	Recruitment Selection & Appointment	Property Rates	Supply Chain Management
<b>Smoking</b>	Training	Travel & Subsistence	Fixed Asset Management

#### 2.4.6. ORGANOGRAM

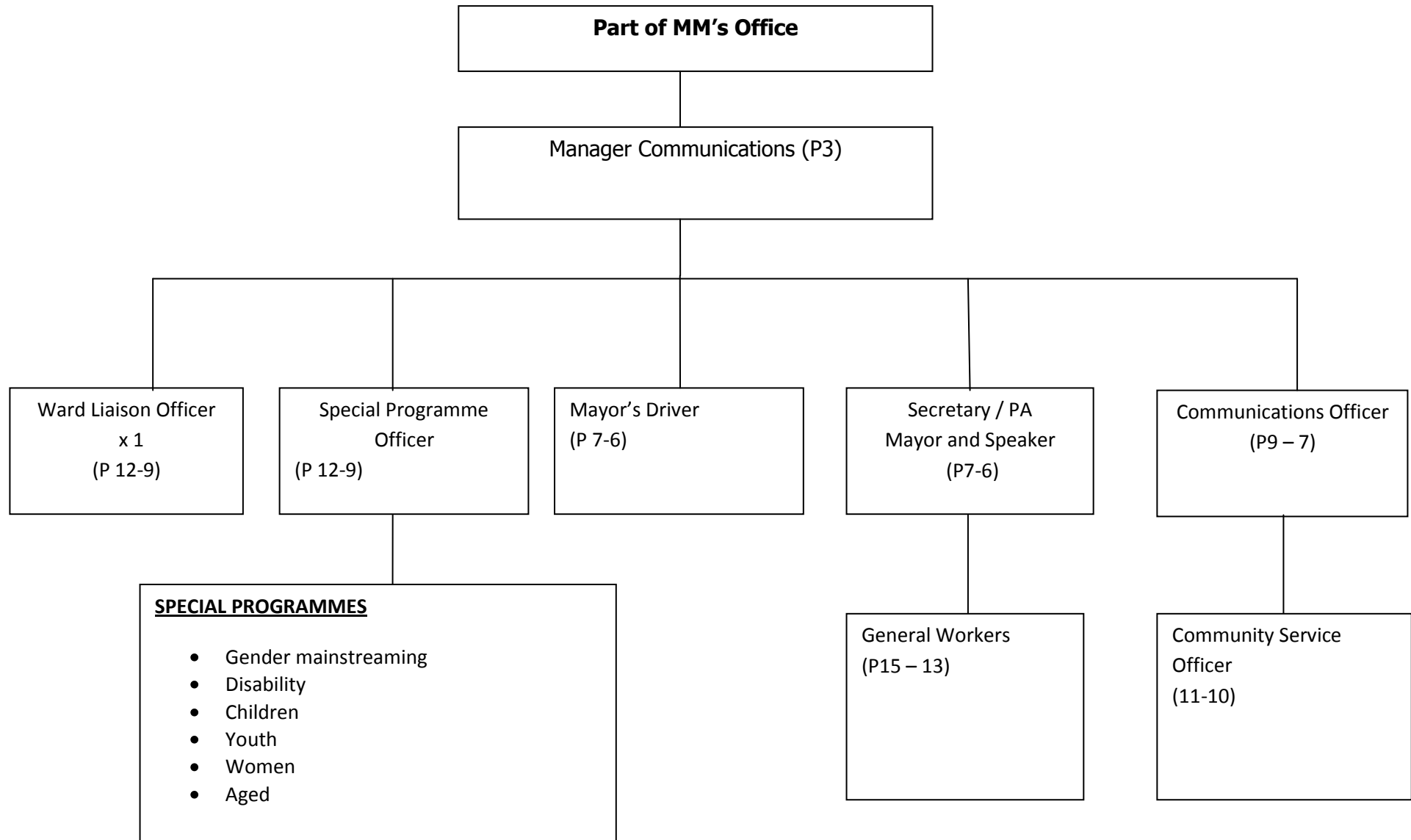
# ORGANOGRAM

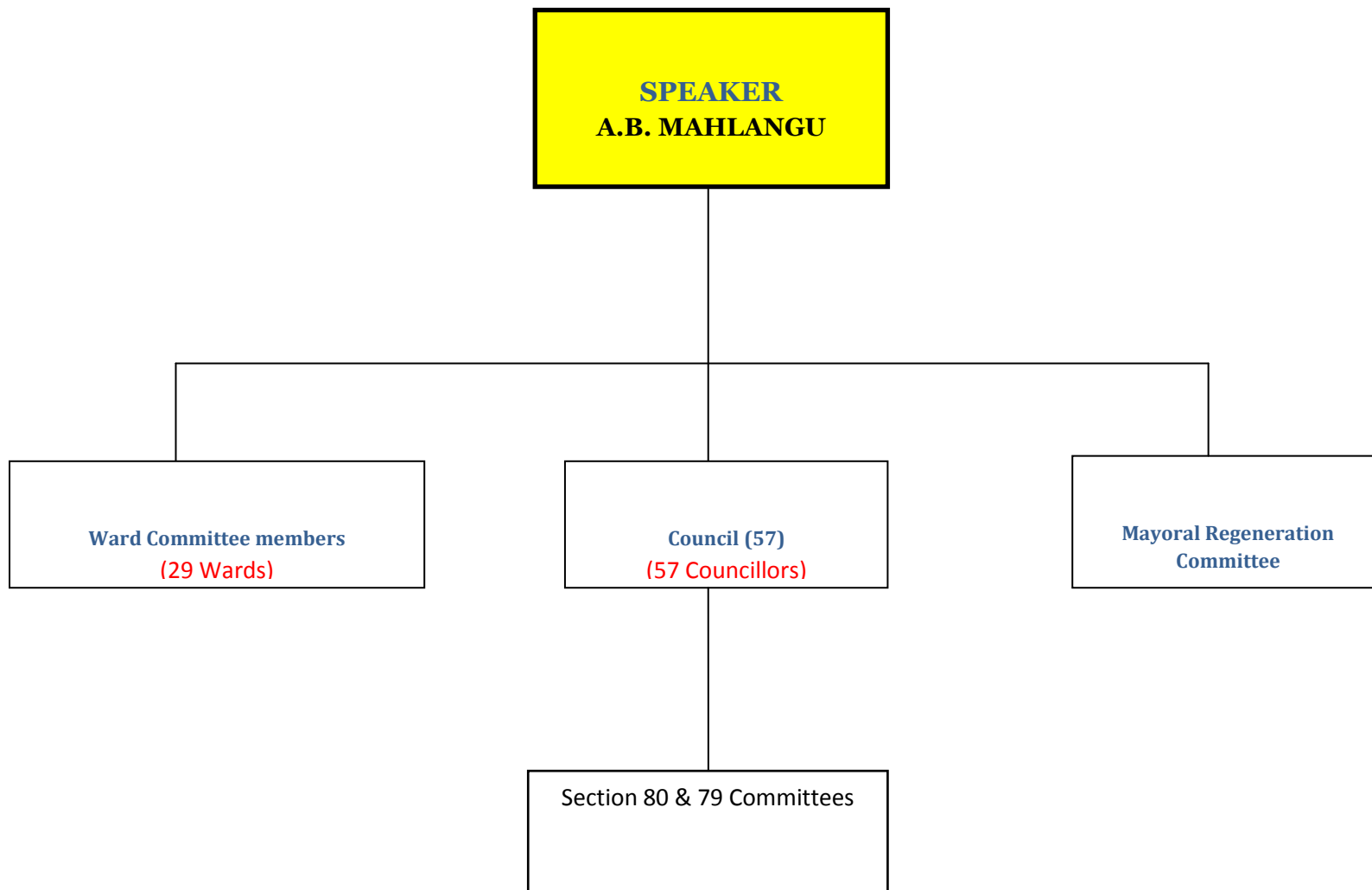


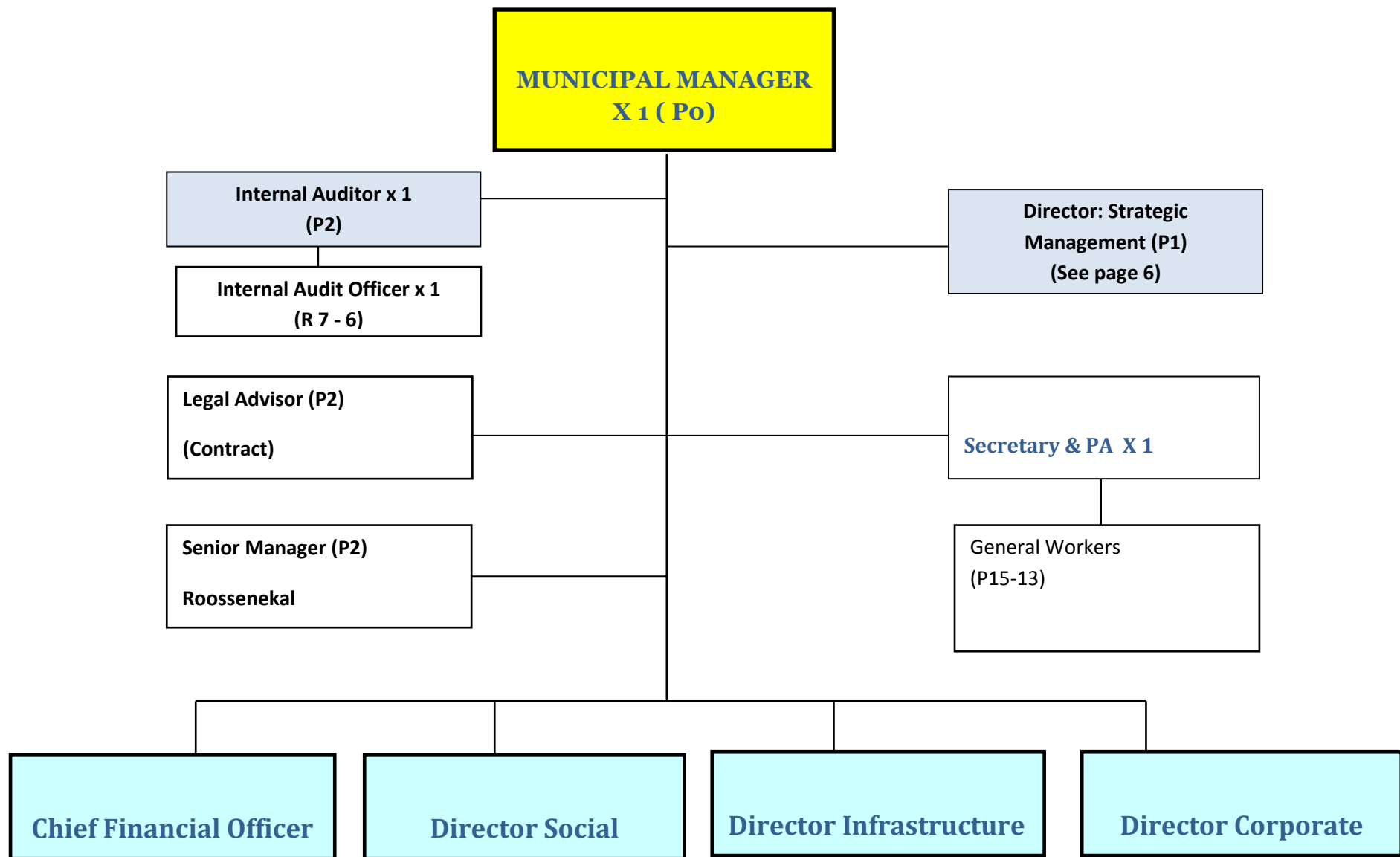
## FINAL REVISED ORGANOGRAM FOR THE 2010/2011 FINANCIAL YEAR MARCH 2010



## ADMINISTRATIVE SUPPORT STRUCTURE FOR MAYOR AND SPEAKER

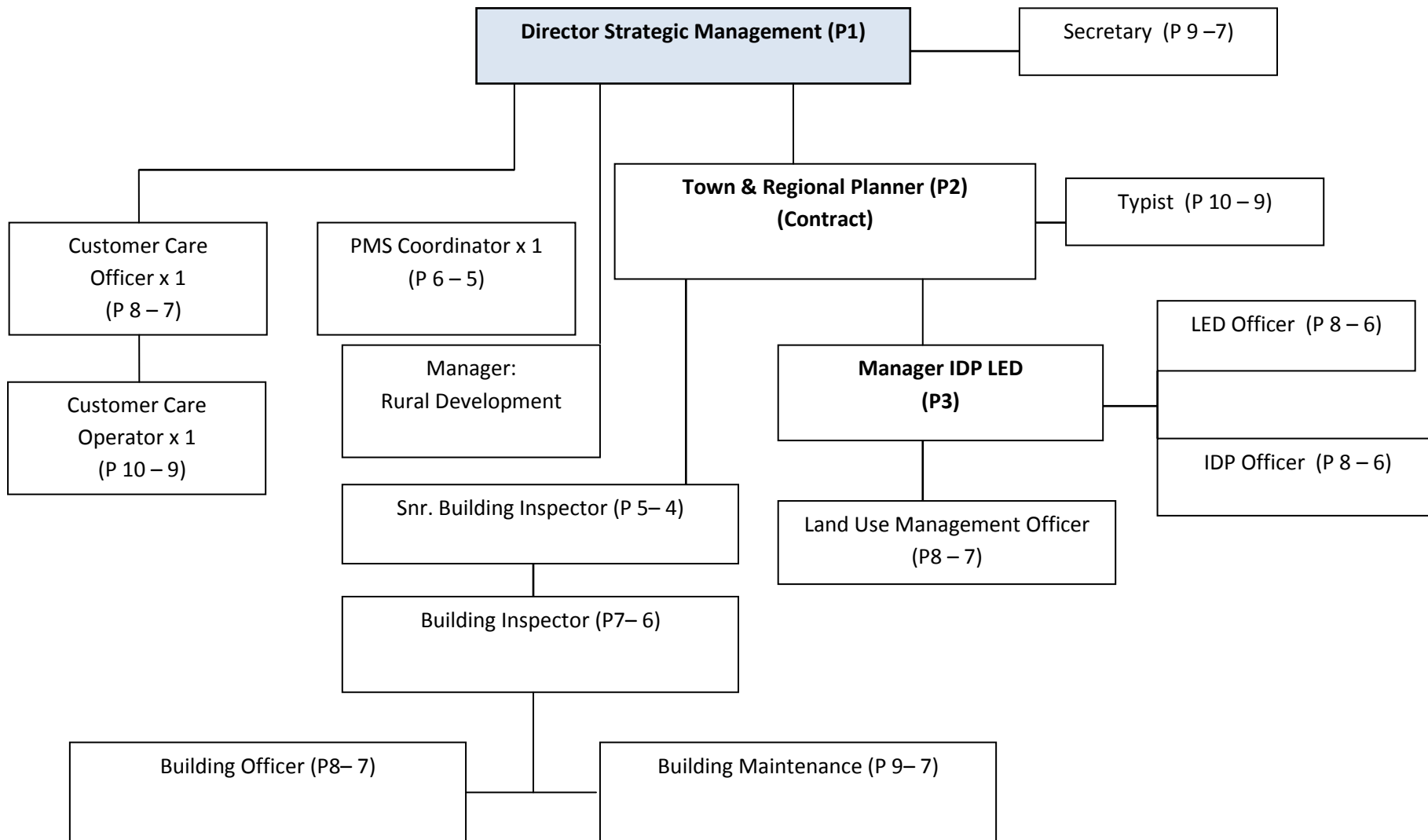


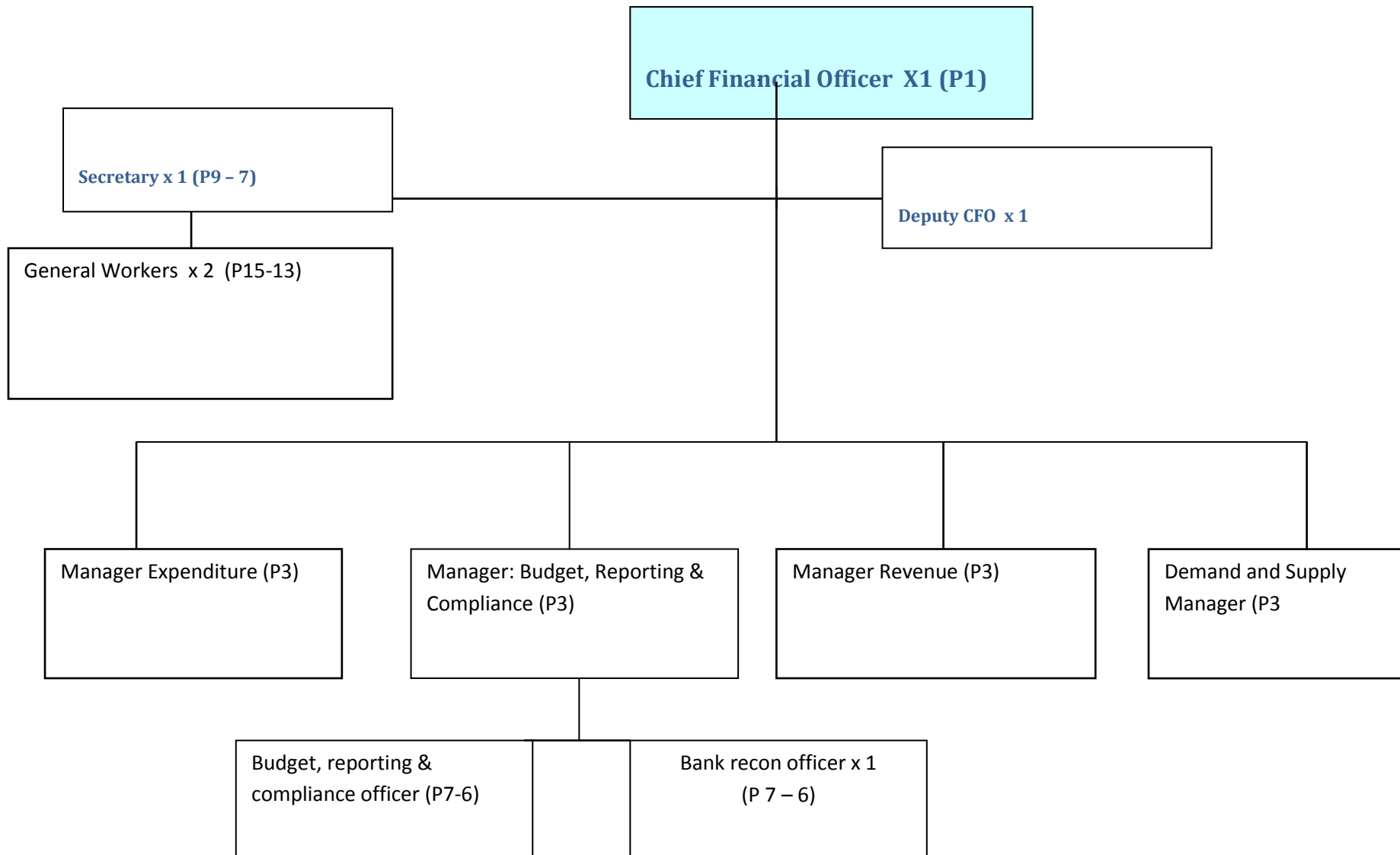


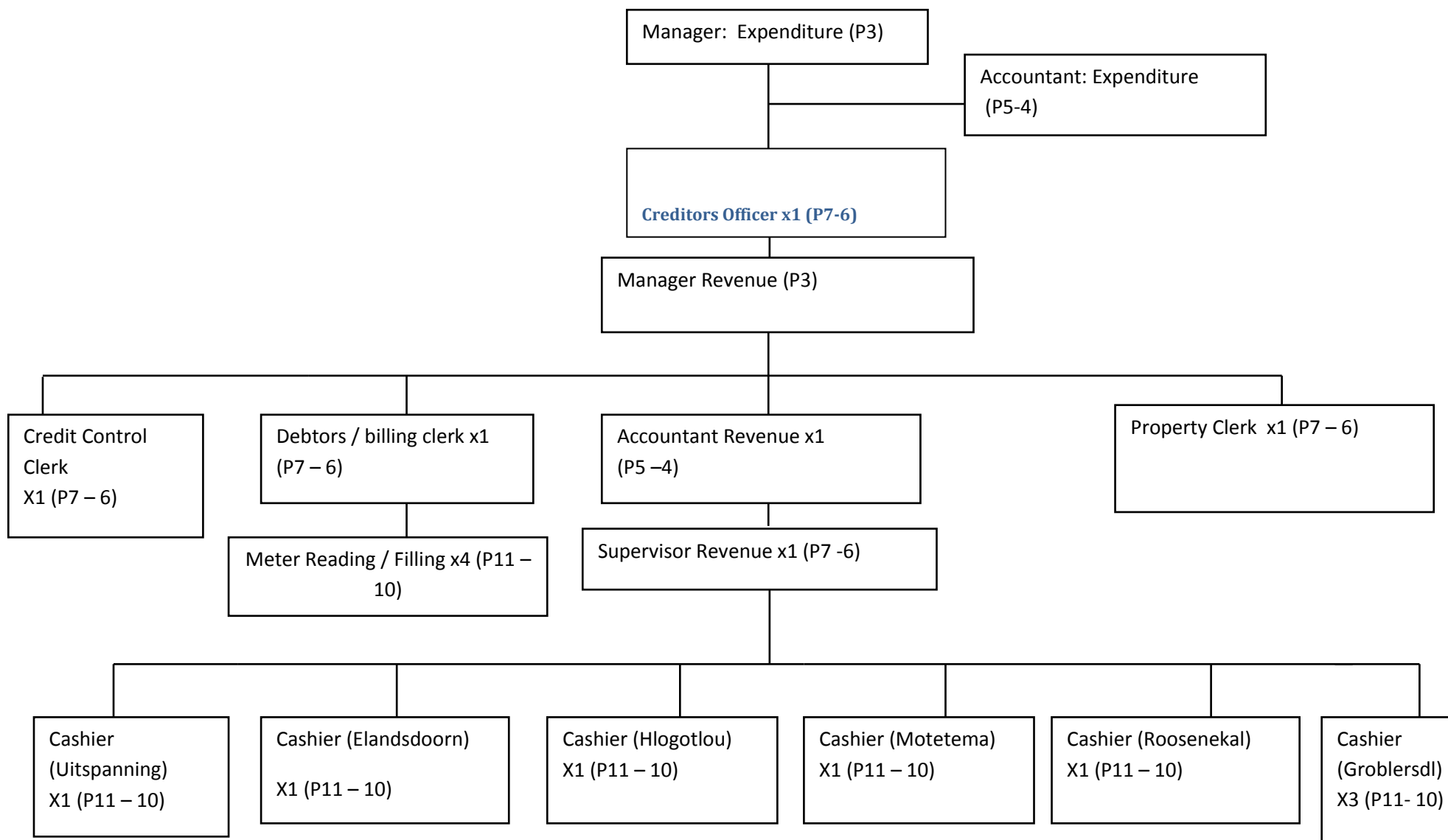


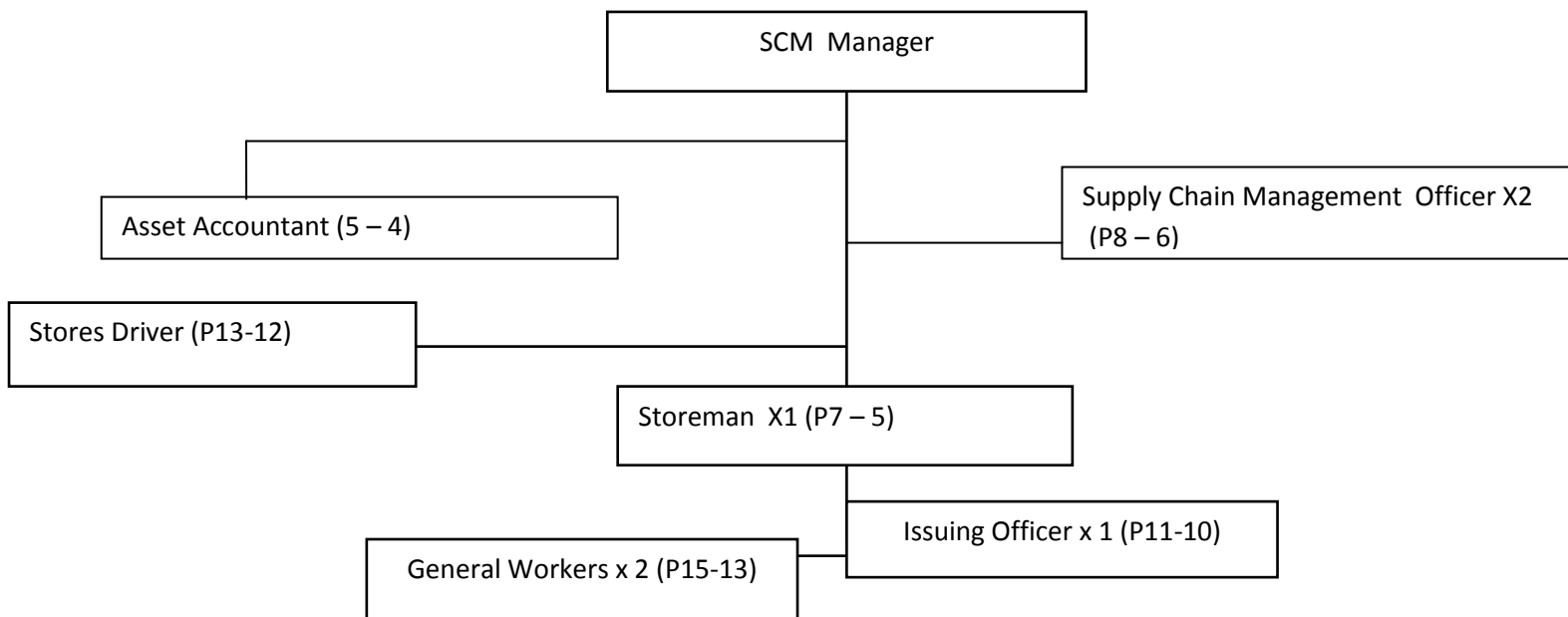


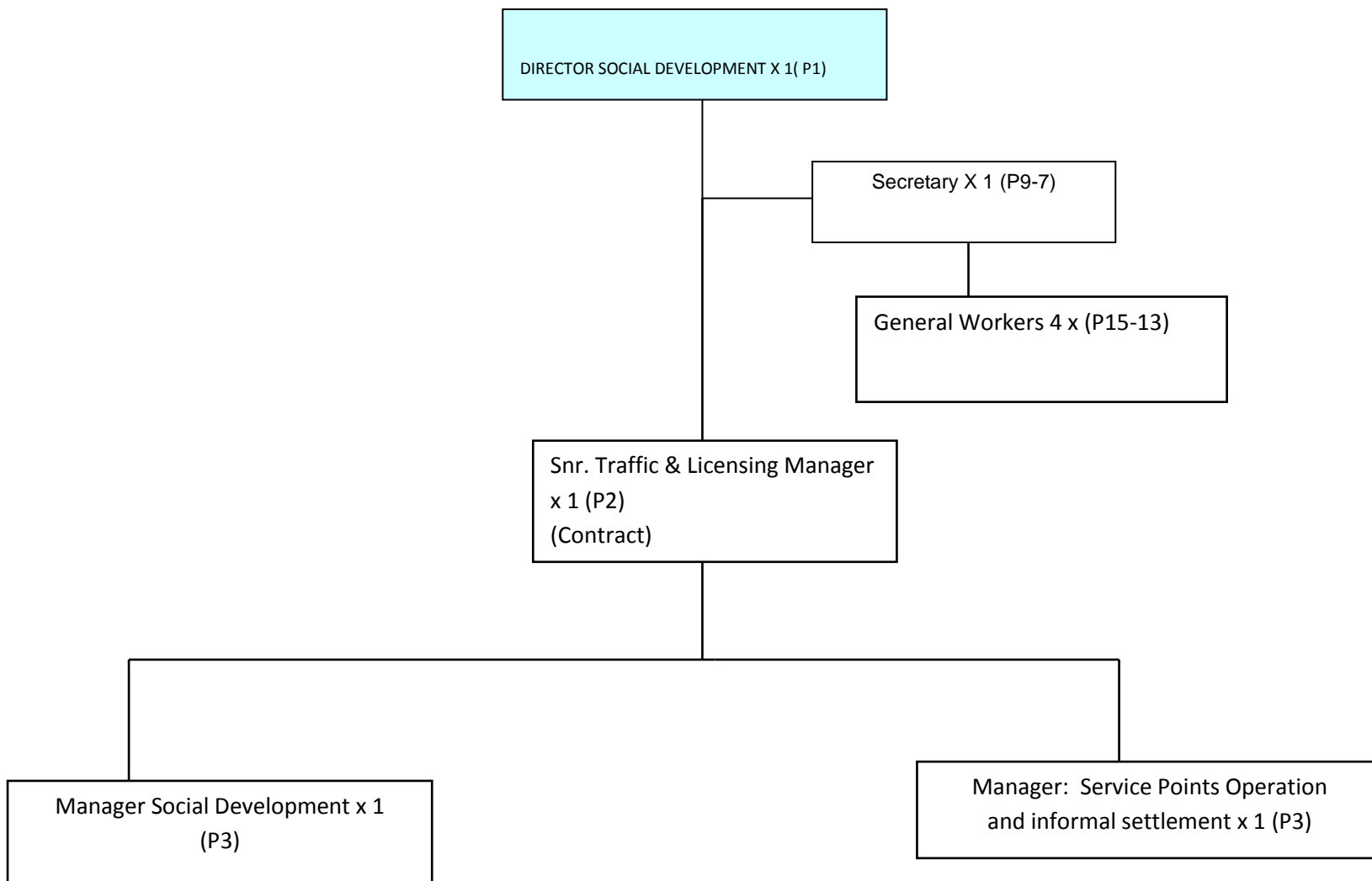
## PART OF MUNICIPAL MANAGER'S OFFICE

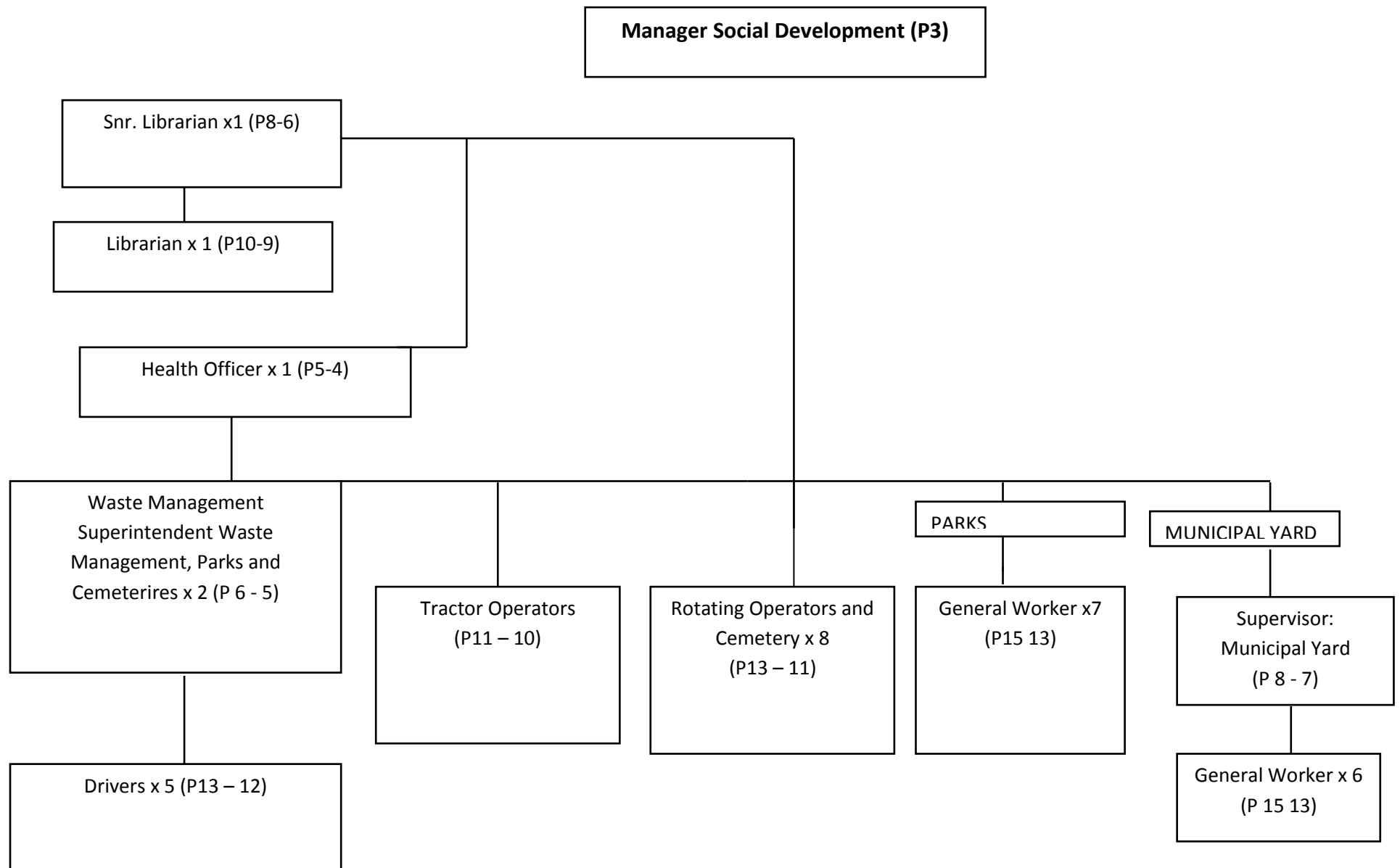


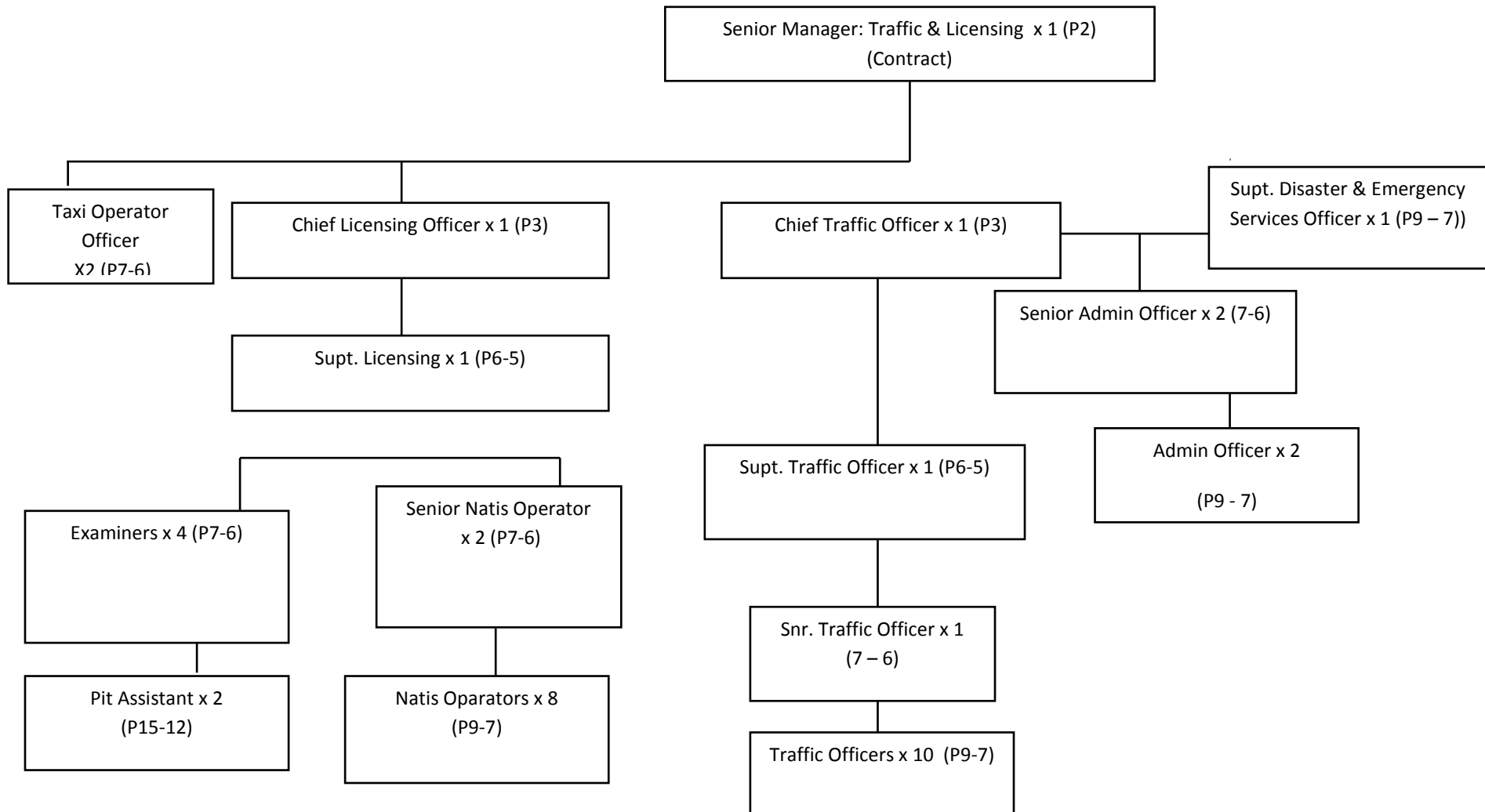




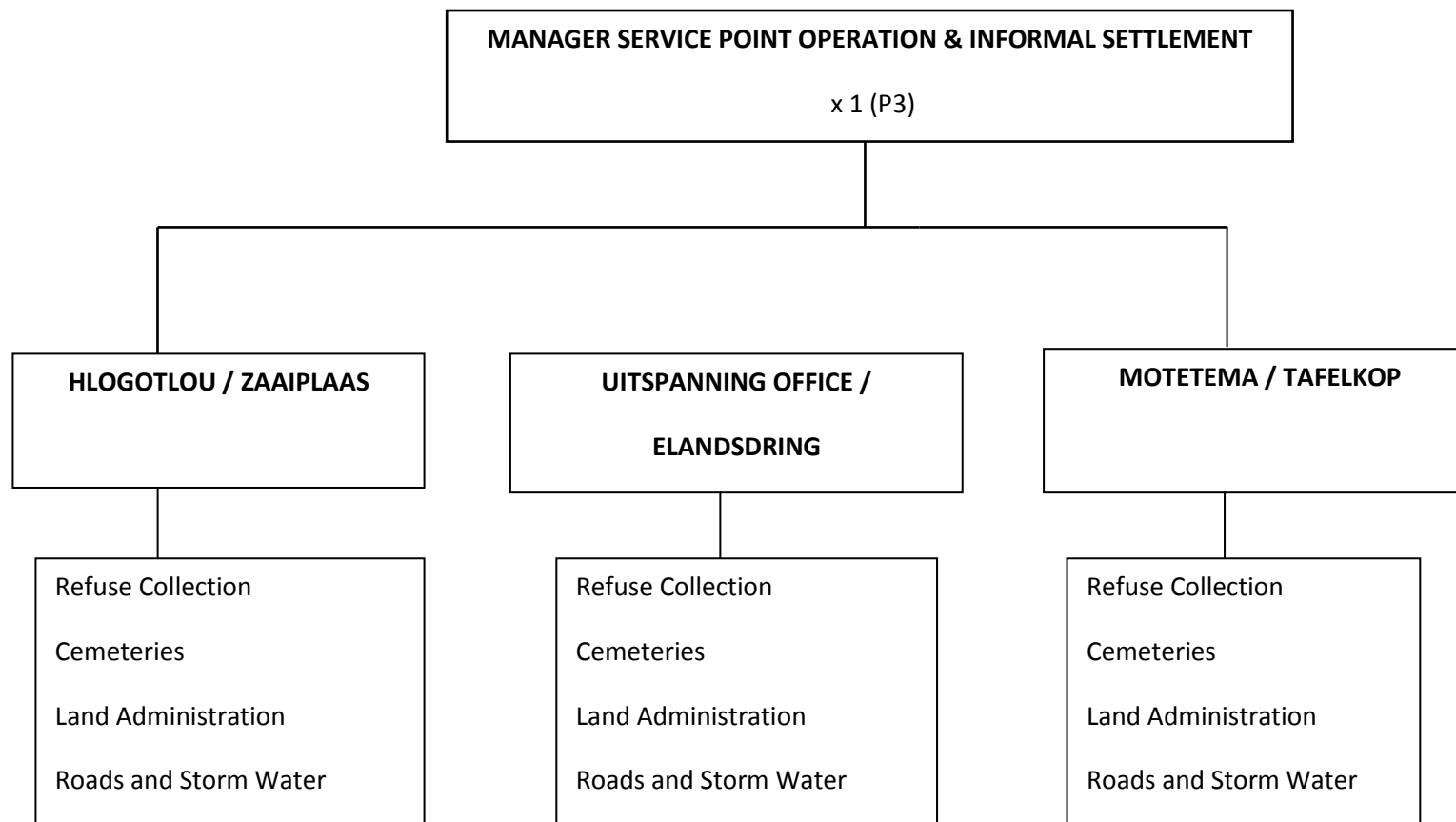


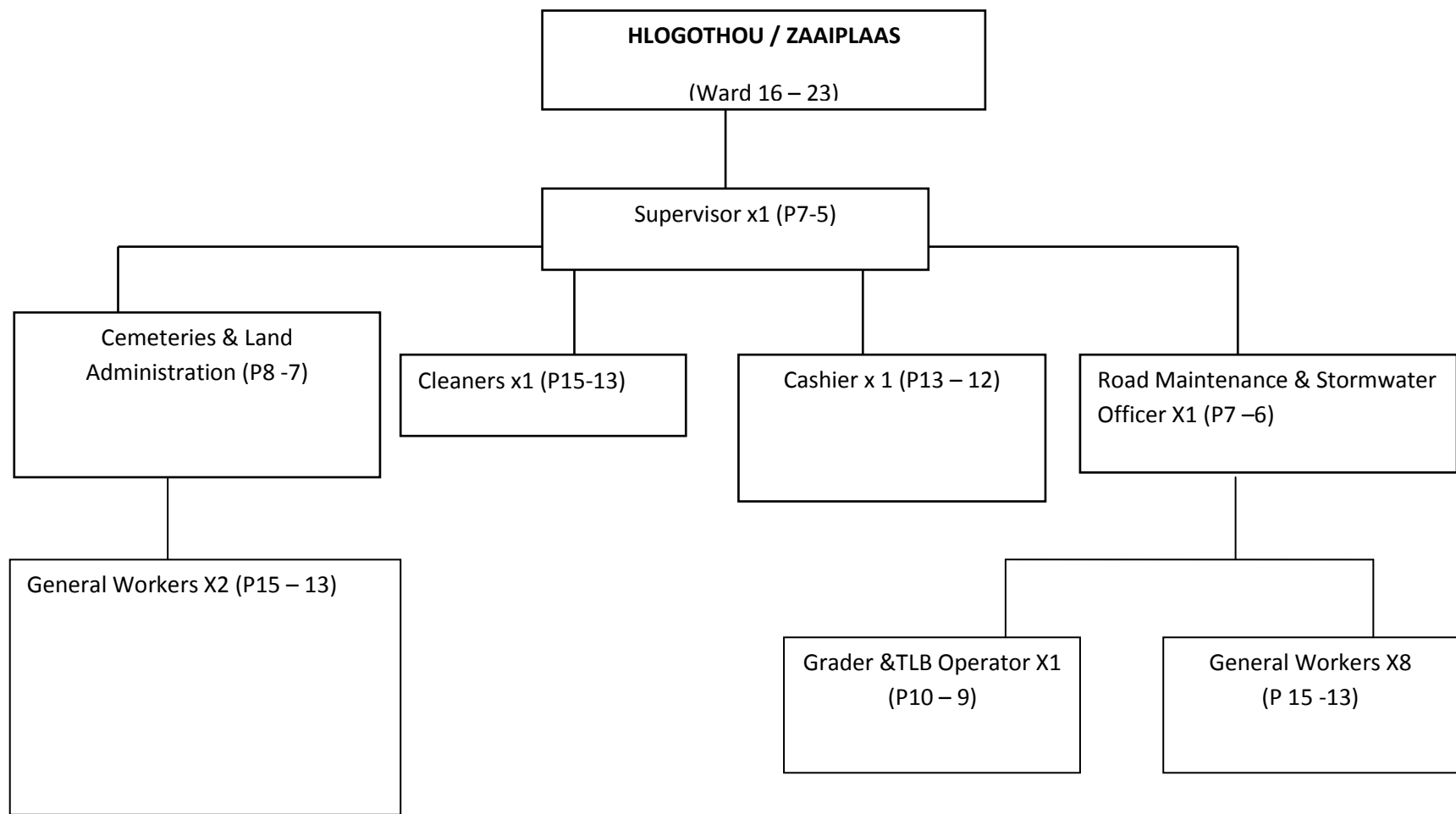


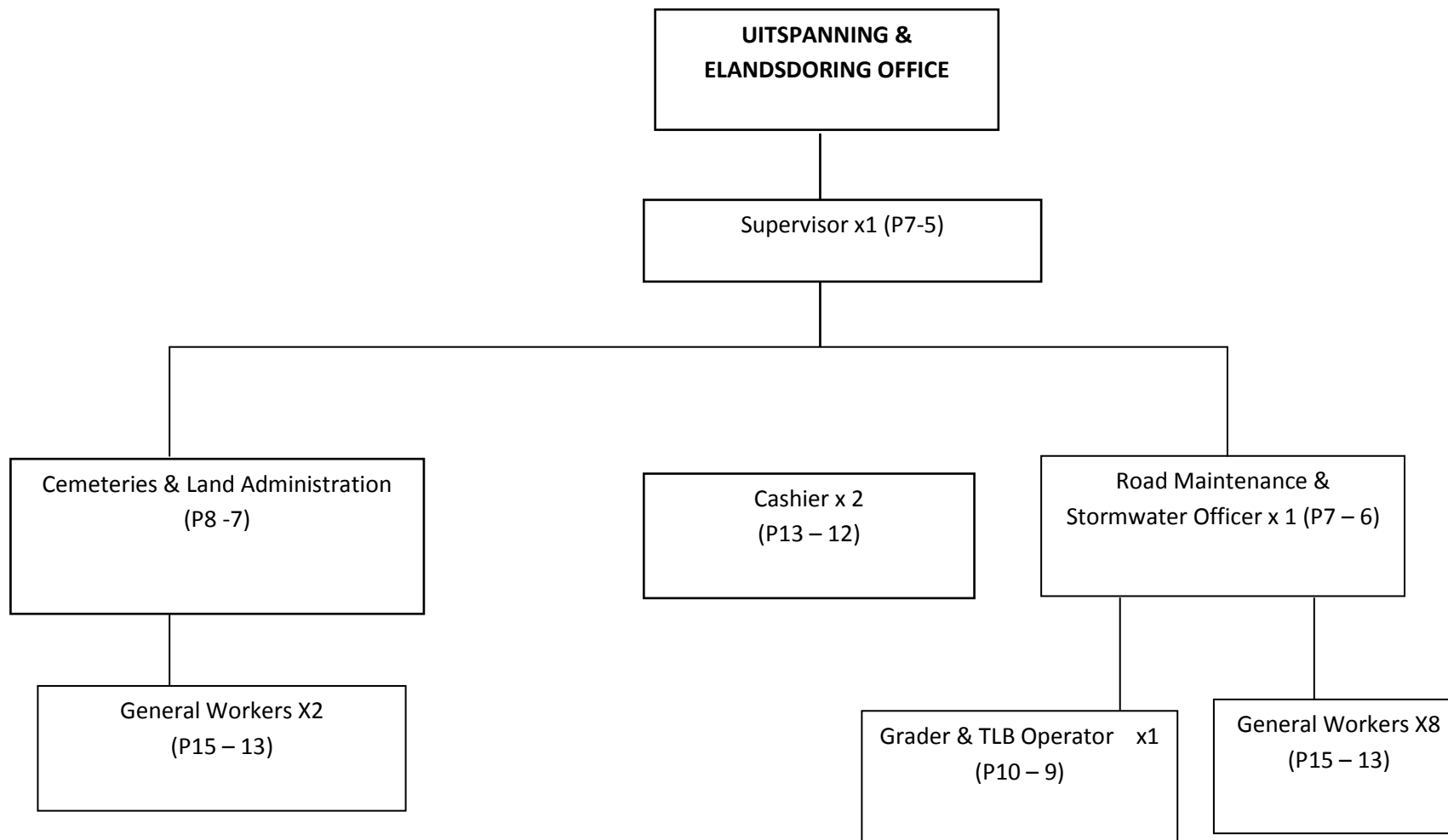


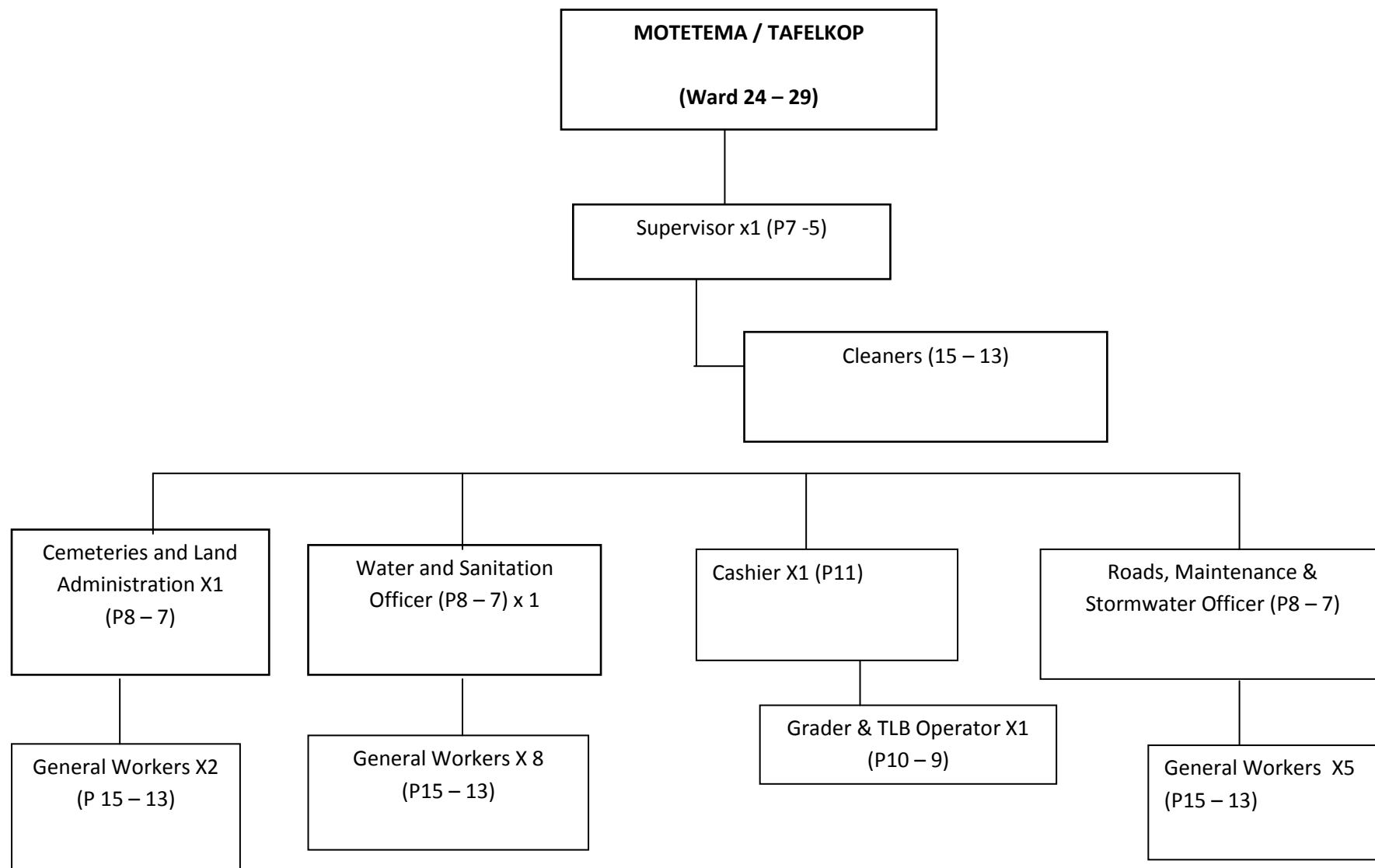












Roosenekal, Laersdrift Sango and De Hoop  
Office  
Manager (P2)

Drivers x 2  
(P13-12)

Accountant x1  
(P5-4)

Traffic Officer  
(P9-7)

Secretary (P 9-7)

Environmental waste  
management control officer  
x1 (P5-4)

Refuse, Cemetery, Parks,  
Environment, Waste and  
Library (P7-5)

Income &  
Expenditure  
(P7-5)

Electrician  
(P7-5)

Admin & HR  
Officer (P7-5)

Water, Planning,  
Sewer, Roads  
Supervisor (P8-7)

Water Lab  
Technician  
(P7-5)

Plant Operator  
Land fill  
(P13-12)

Meter  
Reader  
(P11-10)

Cashier  
(P11-10)

Store Officer  
x1 (P11-10)

General Workers 3  
x (P15-13)

Filling, records  
& Messenger  
(P15-13)

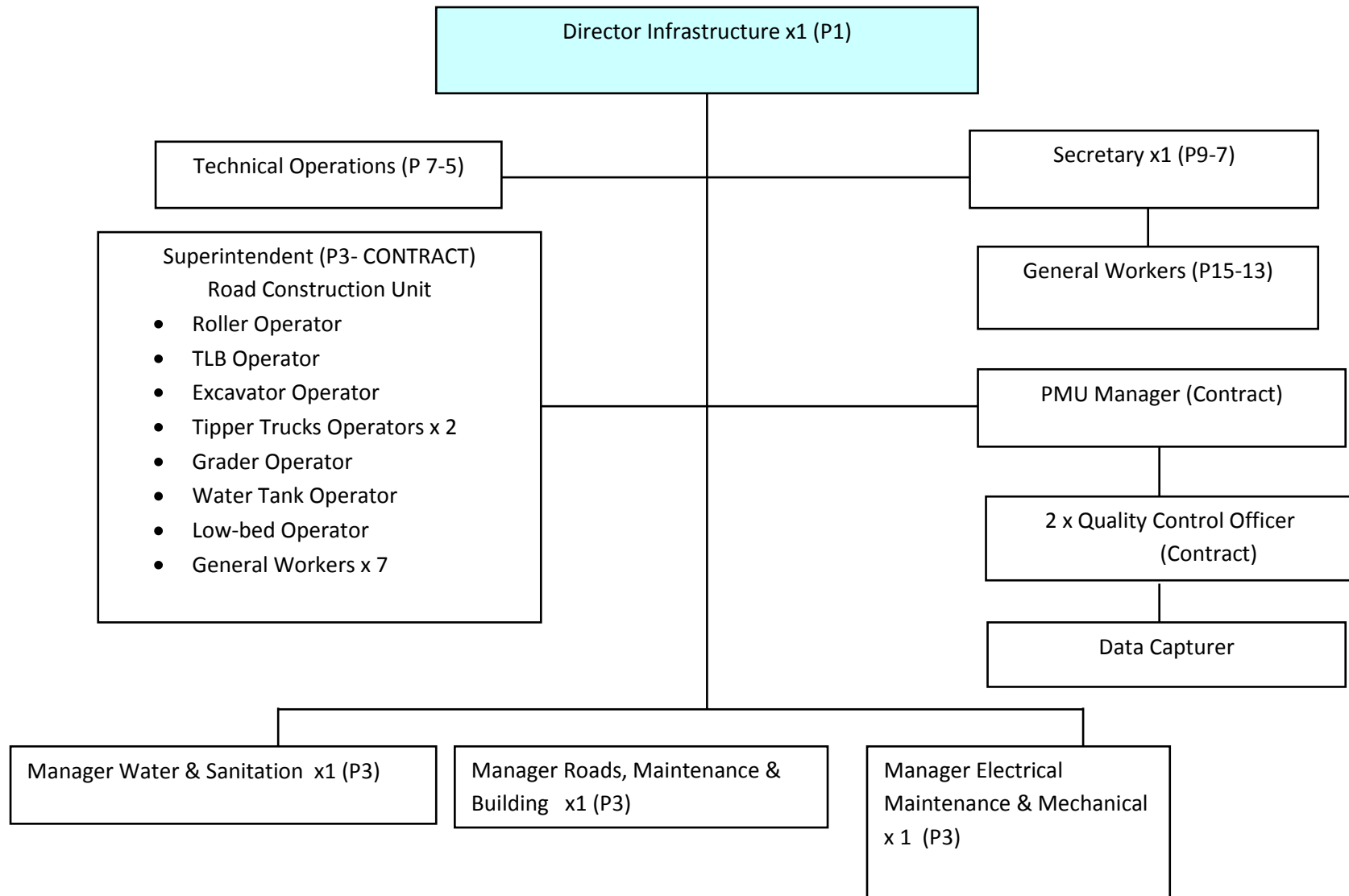
General Workers  
(P 15-13)

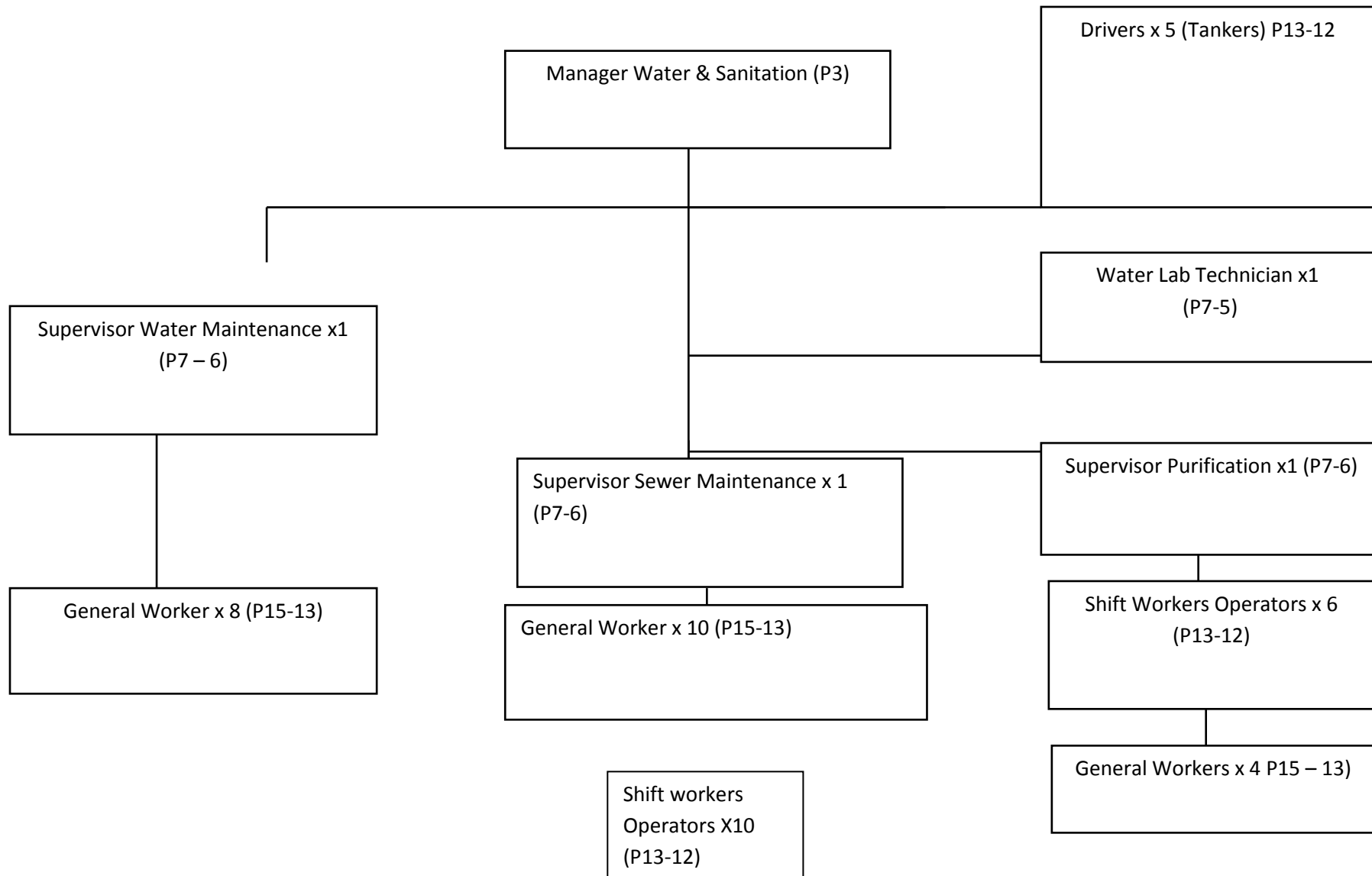
General  
Workers  
5x  
(P 15-13)

Plant  
Operators  
X5  
(P13 – 12)  
Plus shift  
general  
workers

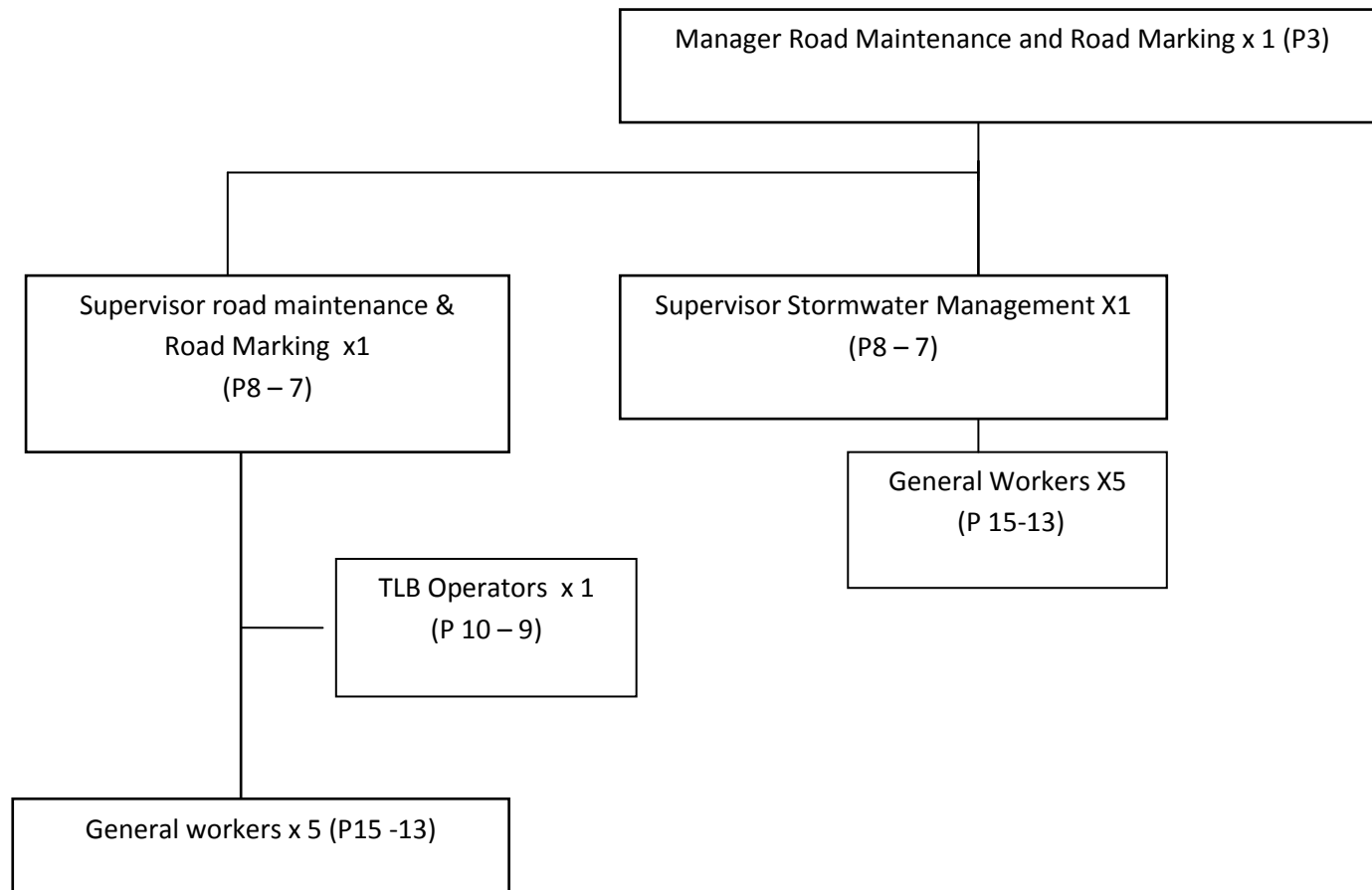
Librarian (10-9)

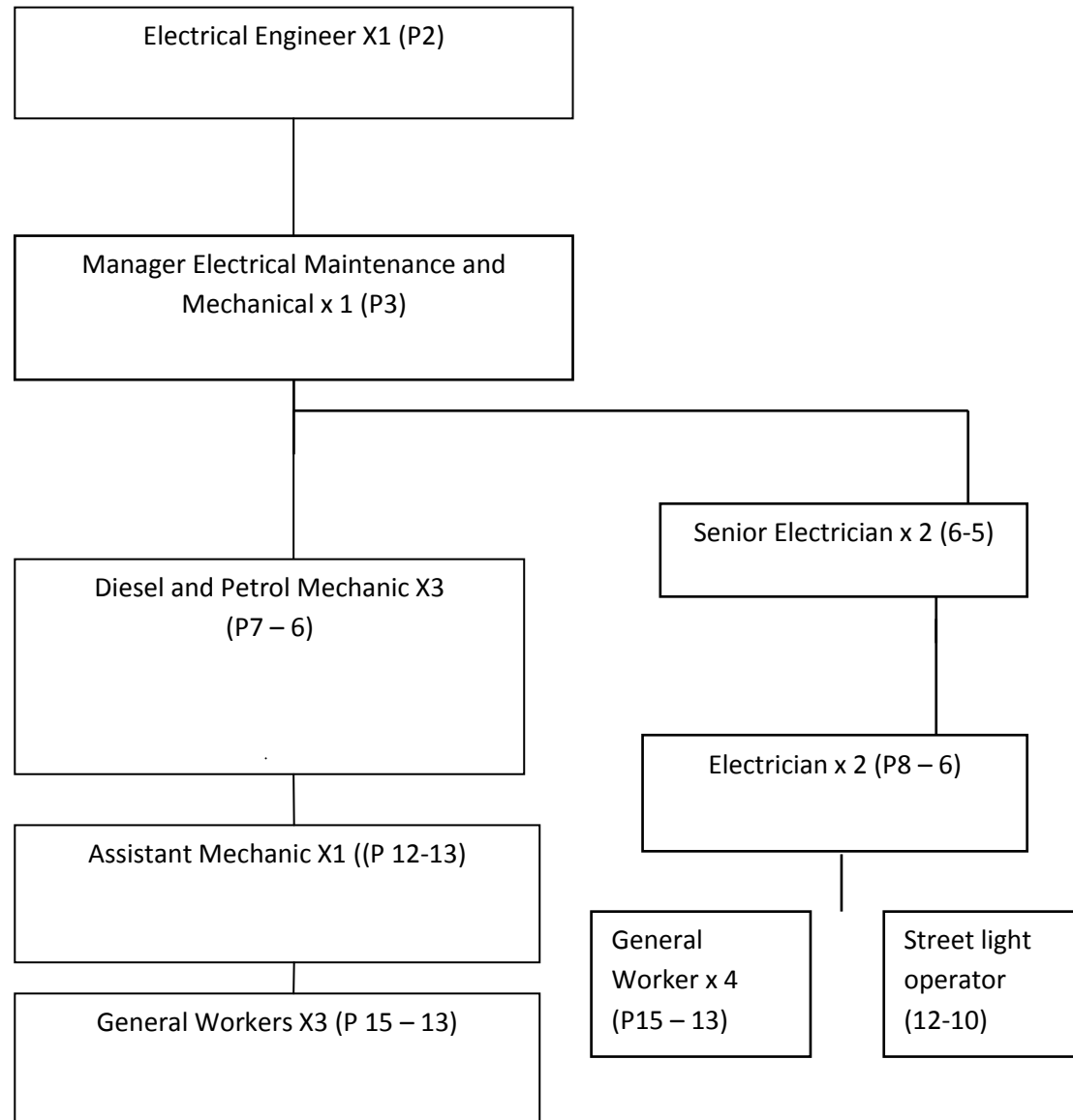
General Workers 5  
x (P 15-13)

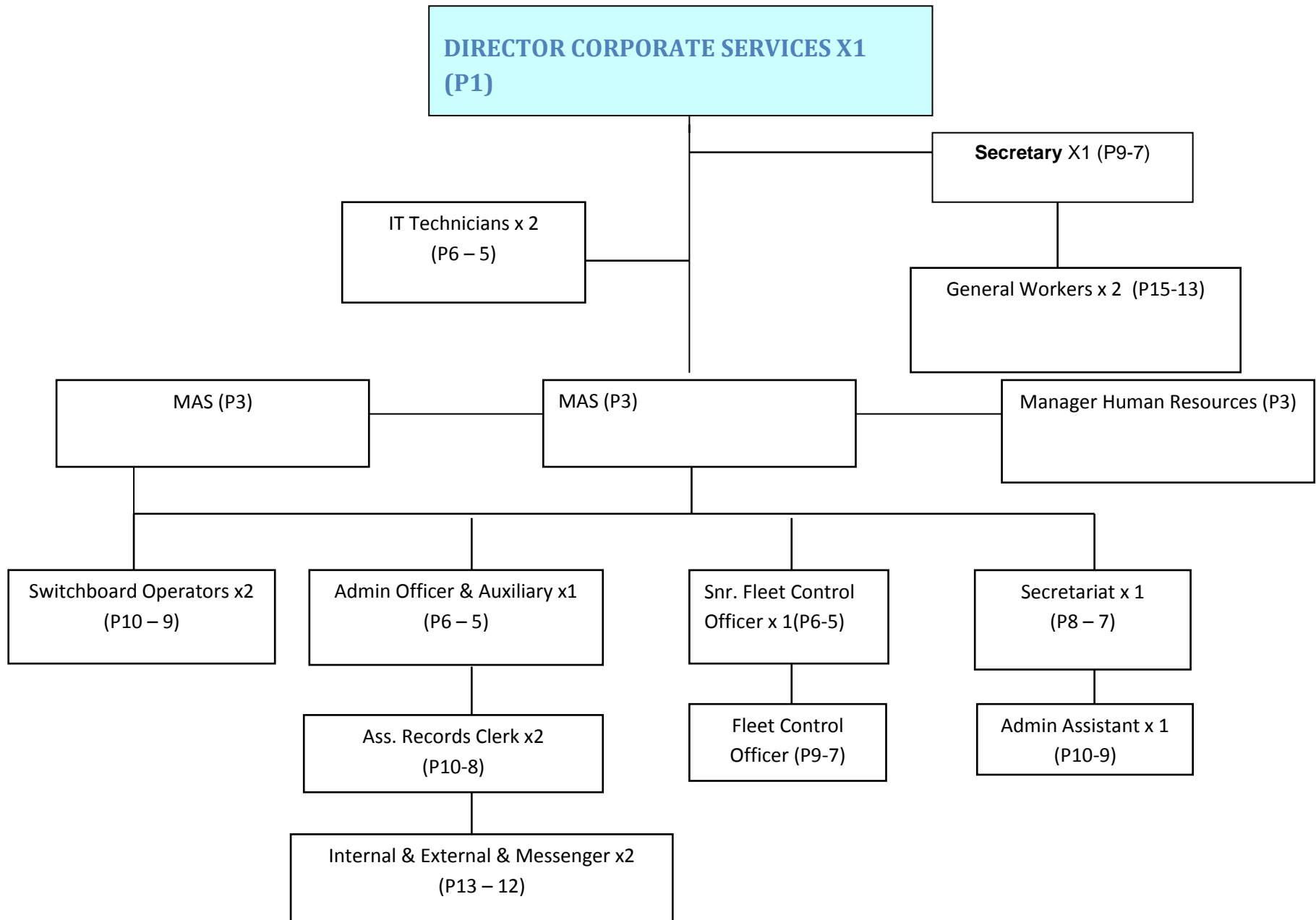


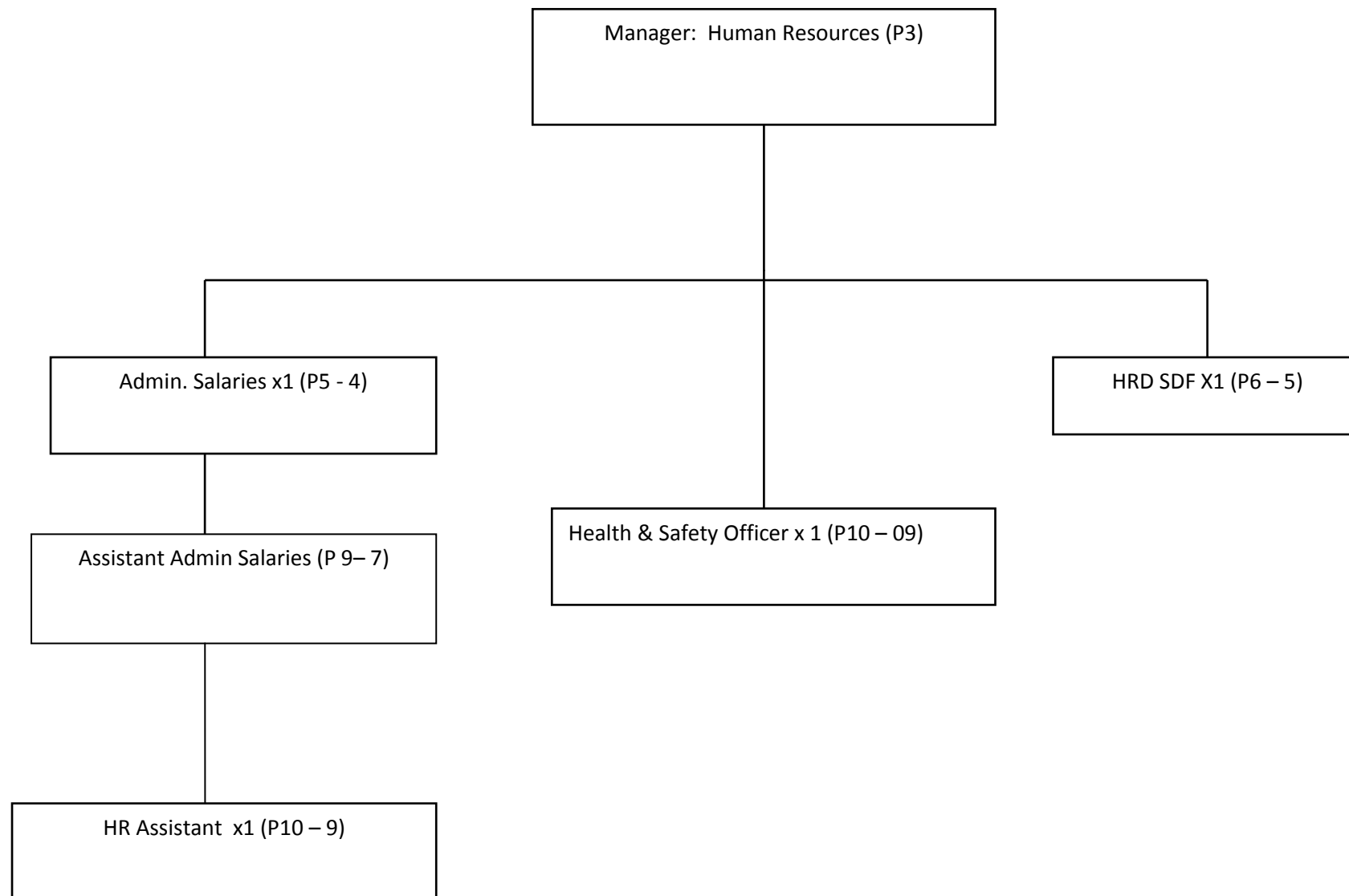












The Legal Services function of Council has been outsourced in the past but the municipality has recently appointed a Legal Advisor. The official organogram of Council makes provision for about 150 personnel members and it is estimated that about 10% of these positions (15) are currently vacant.

### **EMPLOYMENT EQUITY ACT, 1998 (ACT NO. 55 OF 1998)**

The purpose of the Act is to achieve equity in the workplace, by:

- Promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination; and
- Implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, to ensure their equitable representation in all occupational categories and levels in the workforce.

The municipality is in a process of completing its employment equity plan.

### **EXPANDED PUBLIC WORKS PROGRAMME (EPWP)**

The EPWP is a significant government approach to addressing the challenges of unemployment in ways that offer the poor and excluded employment opportunities geared towards empowering the participants. Municipalities are challenged to develop meaning and well structured programme for the participants.

### **HUMAN RESOURCE DEVELOPMENT**

The municipality is in a process of finalising a comprehensive human resources development strategy that will incorporate employment equity targets and skills development needs of the municipal organisation in line with its strategic direction.

## **2.5. FINANCIAL VIABILITY AND MANAGEMENT**

### **2.5.1. BACKGROUND AND PROBLEM STATEMENT**

The municipality is still reliant on government grants and subsidies. Revenue enhancement strategy is at 95% developmental stage, this will assist council in identify any additional revenue streams and improve on current operations to maximize savings. The municipality does recognize the challenges brought by the billing system. These challenges hinder revenue collection and create mistrust between the municipality and customers. The project of changing old meters to digital metering is completed at Roossenekal and will be focusing Groblersdal town in the last six months of this financial year.

Council has implemented Valuation Roll from 1 July 2009. The only challenge is the implementation of the Property Rates Act. There are still challenges on implementing the new valuation roll on some of new rateable properties. Mails do not reach property owners, meaning the address are not updated especially owners of undeveloped land. We will embark on the data cleansing project to ensure that user details are correctly captured. Our focus is to ensure mitigation of electricity losses and finalize the replacement of old electricity meters with digital meters in Groblersdal Town and also roll out prepaid system.

EMLM's total budget for the 2010/2011 financial year is about R 232,559,390 million per annum of which 35% (R81, 445,118) is allocated to capital expenditure. The remainder is operational expenditure is R151, 114,272 (65%).

#### **EMLM budget for 2009/2010 and 2010/2011**

Summary of the Budget (R)		
Budget	2009/2010	2010/2011
Operational	R147 658 000,00	R151,114,272
Capital	R 82 265 000,00	R81, 445,118
<b>Total budget</b>	<b>R 229 923 000,00</b>	<b>R 232,559,390</b>

Revenue generation remains a threat to the municipality's financial viability. Financial viability remains a key feature of transformation in the municipal organisation. The municipality would continue to ensure that it explores new sources of revenue and leverage other funding mechanism to improve its own revenue.

- 1) The finance department has continued to prioritise the following issues:
- 2) Data cleansing.
- 3) Debt management and implementation revenue enhancement strategy.
- 4) Financial Statement and Reporting.
- 5) Developing and capacitating of finance staff.
- 6) Asset Management.
- 7) Maintenance of free basic services.

### **Development Objectives**

The municipality has instituted various control systems to instil a prudent financial environment and fiscal discipline within the context of MFMA and promote financial management in the municipal organisation. The municipality is embarking on a data cleansing process to:

Clean accounting transactions of prior years.

- Improved collection rate as a result of accurate consumer information.
- Improved risk assessment and management capacity in identified and all problematic/high risk areas e.g. collecting cash from satellite offices.
- Improved compliance and reporting as per MFMA/DORA reporting requirements.
- Adequately and decisively address all matters arising from the management letter from the AG.

The municipal organisation would continue to ensure adequate revenue management in order to ensure financial viability in the municipality. Financial viability would be witnessed by the implementation of all financial management policies geared to modernise and transform financial management in the municipality. In this regard, the municipality will develop additional policies and strategies such as the revenue enhancement strategy to increase collection rates. Notwithstanding the importance of increasing municipal revenue, efforts to sustain financial viability would also include monitoring of prescribed key financial indicators.

In addition, to tracking prescribed indicators, the municipal organisation would continue to promote compliance to all relevant financial policies and legislative imperatives. The anticipated prudent financial management agenda would lead to:

- Increase the collection of all outstanding arrear debts;
- Encourage and enforce timely payment of amounts owing;
- Foster a culture of payment through creative interventions at household level; and
- Maximise revenue collection by establishing a 'Batho-Pele' focussed care management regime.

### **2.5.2. THREE YEAR CAPITAL PLAN**

EMLM has developed a three year capital plan to outline a capital plan for the medium term expenditure framework to guide the implementation of service delivery infrastructure in the municipal area. The three capital plan serves as a framework to facilitate infrastructure investment in the municipal area. The capital plan drives infrastructure development and is geared to funnel all infrastructure development projects.

The three capital plan is based on the development priorities of the municipal Council and national imperatives. It is envisaged that the three capital plan will serve as an instrument to streamline National, Provincial and District infrastructure investment decisions. EMLM will strive to ensure that over the medium term expenditure framework, the budget allocations are availed for the identified capital projects.

The current three year capital plan is consciously focussed on service delivery infrastructure. Key to the three capital plan is the acceleration of road infrastructure, water and sanitation and electrification as key priorities listed by various wards.

The three year capital plan sets the basis for sourcing of financial resources necessary to accelerate infrastructure development against the background of limited sources of revenue.

While some of the key priorities outlined in the summary of needs per ward are outside the competency of the municipality, however EMLM would strive to engage sector departments to source the required funding and commitments to meet such priorities.

## **2.6. GOOD GOVERNANCE AND COMMUNICATION**

### **Background and Problem Statement**

The strategic session of EXCO and top management held in December 2009 concluded that the current EXCO outreach programme is not adequately planned and coordinated. Communities are not always involved in the determination of municipal priorities. The municipality also does not always report back to communities. In cases, where attempts are made to report, such reports are not comprehensive and reflective of results of previous engagements.

In addition, not all members of the political leadership and management prioritise the outreach programme. The absence of senior political leadership and management in the EXCO outreach programmes undermines the essence of a consultative local government.

There is a need for EMLM to enhance its community participation strategy in order to improve good governance practises. This would entail developing adequate public participation systems and mechanisms including adequate use of existing structures such as ward committees. In addition, EMLM would dedicate employees to participate in local IGR structures driven by the District municipality.

### **Objectives**

The main objective of enhancing civic engagement in matters of local government goes beyond compliance to the legal framework. It entails improving participation structures and increase community participation in the development of the IDP, Budget and the organisational PMS is to improve public participation and deepen democracy. It is also aimed at encouraging local ownership of local solutions.

The municipality should develop EXCO outreach itinerary programme. In addition, the municipal administration should develop a framework that incorporates CDWs its public participation programmes. The municipality aims to:

- Involve all residents in the development of municipal interventions to improve service delivery.
- Increase oversight of the legislature over the executive through investigating existing governance models that deal with the separation powers between the executive and legislature.

## **2.7. MUNICIPAL PRIORITIES PER WARD**

The municipality's consultation process has culminated in the identification of various service delivery needs and priorities. The identified service delivery priorities of various wards in the EMLM have been summarised to inform the IDP and budget processes.

It should be highlighted that some of the identified ward priorities are the responsibility of other spheres of government. These include:

- National and Provincial Departments.
- Sector Departments such as ESKOM.
- Greater Sekhukhune District Municipality.

EMLM would endeavour to engage with responsible national and provincial departments to escalate the implementation of projects aimed at attaining ward specific priorities.

#### FIVE PRIORITY NEEDS OF EACH WARD

WARD	NEEDS PER WARD
1.	<ul style="list-style-type: none"> <li>• Clinic at Moteti A &amp; B</li> <li>• Water at Ramaphosa , Liberty, Moteti B and walkraal C ext.</li> <li>• Re- gravelling of roads in all villages</li> <li>• Electricity of Moteti B, Walkraal C ext. and Slovo</li> <li>• Sanitation/ VIP toilets in all villages</li> </ul>
2.	<ul style="list-style-type: none"> <li>• Water ( five morgan ) and sanitation in villages of the ward</li> <li>• Re-gravelling of roads in all villages</li> <li>• Electrification of Ten Morgan</li> <li>• A bridge at Ten morgan next to Thejane school</li> </ul>
3.	<ul style="list-style-type: none"> <li>• Water and sanitation at Kgobokwane and Kgapamadi</li> <li>• Community hall at Kgobokwane</li> <li>• Re- gravelling of roads, storm water control and a bridge kgapamadi</li> <li>• High mast lights in both villages</li> <li>• Job creation</li> </ul>
4.	<ul style="list-style-type: none"> <li>• Electrification of Mpheleng ( Ntswale motse ),</li> <li>• Storm water control at Walkraal A,</li> <li>• Tarring of 9 km access road from Stompo to Walkraal ,</li> <li>• Paving of 3 km and 8 km storm water control at Stompo,</li> <li>• House connections and Cost recovery at Mpheleng (Ntswale motse)</li> </ul>
5.	<ul style="list-style-type: none"> <li>• Water ( additional boreholes and reticulation ) in all villages</li> <li>• Paving of bus route and storm water control including a low level bridge</li> <li>• Sanitation in all villages</li> <li>• Admin. Block for Mpheleng Primary school, Ramonokane and additional classes at Mailankokonono</li> <li>• 1000 RDP in both villages (Mpheleng and Magakadimeng)</li> </ul>
6.	<ul style="list-style-type: none"> <li>• Phucukane road ( Phase 2 )</li> <li>• Re-gravelling of roads in all villages of the ward</li> <li>• Electrification of Lusaka (50 households) and Five morgan (20 households)</li> <li>• VIP toilets in all villages</li> <li>• High mast lights in all villages</li> </ul>
7.	<ul style="list-style-type: none"> <li>• Water(Zenzele) and sanitation in all villages</li> <li>• Electricity at Zenzele</li> <li>• Re-gravelling of roads in all villages</li> <li>• Paving of Ngolovhane road (phase 3 )</li> <li>• High mast lights in all villages</li> </ul>
8.	<ul style="list-style-type: none"> <li>• Fencing of graveyard at Marapong and Elansdoorn A</li> <li>• Electrification of Madiba ext.</li> <li>• Resurfacing of Marapong road Phase 2</li> <li>• Refurbishment of Mathale community hall</li> <li>• Extension of water pipes to Madiba</li> </ul>
9.	<ul style="list-style-type: none"> <li>• Water at Phooko and yard connections at Walter sizulu</li> <li>• Electrification of Phooko ,Jabulani ext.and Walter sizulu(51 sites)</li> <li>• Mobile Clinic at Phooko and satellite clinic at Jabulani</li> <li>• Storm water control at jabulani and drainage of toilets at Walter sizulu</li> <li>• Re-gravelling of roads all villages of the ward</li> </ul>
10.	<ul style="list-style-type: none"> <li>• Water provision in all villages of the ward</li> <li>• Roads regravelling and construction of tar road at Lesehleng</li> </ul>



	<ul style="list-style-type: none"> <li>• VIP toilets in all villages</li> <li>• Electricity for Dithabaneng ,Mashemong ,Mohlamme section ,</li> <li>• RDP houses in all villages of the ward</li> </ul>
11.	<ul style="list-style-type: none"> <li>• Water reticulation at Elansdoorn town , Taiwan and</li> <li>• Uitspanning A, Roads and storm water control at Elansdoorn phase 2</li> <li>• 2 km road paving at Uitspanning A</li> <li>• Clinic for Elansdoorn town and Uitspanning A</li> <li>• Community hall for Elansdoorn town and Uitspanning A</li> </ul>
12.	<ul style="list-style-type: none"> <li>• Paving of road to Nala high School and Fawcett combined school</li> <li>• Water and Sanitation at Thabakhubedu</li> <li>• Electrification of new settlement at Fawcett and Nala</li> <li>• Construction of a bridge at Thabakhubedu and Ntwane , Koto and Deeplevel</li> <li>• RDP houses in all villages</li> </ul>
13.	<ul style="list-style-type: none"> <li>• Traffic lights at all intersections in van Riebeeck street</li> <li>• Cultural Plaza</li> <li>• Resealing of roads</li> <li>• Enlargement of office space at license department</li> <li>• Upgrading of sewer lines</li> </ul>
14.	<ul style="list-style-type: none"> <li>• Dropping centre at Ga-Matlala Lehwelere</li> <li>• Community hall at Uitspanning and Ga-Matlala</li> <li>• Clinic required in both villages</li> <li>• Re-gravelling of access roads in both villages</li> <li>• Upgrading of sports field in both villages</li> </ul>
15.	<ul style="list-style-type: none"> <li>• Re-gravelling of access roads at Laersdrif (7 km), Mankwane Nkakaboleng Road, 15km and Zone 11, 5km</li> <li>• Electrification of 200 households at Nkakaboleng</li> <li>• Water at Nkakaboleng and Zone 11</li> <li>• RDP houses in all sections</li> <li>• Clinic at Roosenekal and Mobile clinics in all villages</li> </ul>
16.	<ul style="list-style-type: none"> <li>• Water at Oversea, Madala stands , Doorom and Masanteng</li> <li>• RDP houses in all villages</li> <li>• Tarring of bus route and re-graveling of access roads in all sections</li> <li>• To convert Zaaiplaas clinic into a health centre</li> <li>• Community hall at zaaiplaas</li> </ul>
17.	<ul style="list-style-type: none"> <li>• Cost recovery ( water )in all villages of the ward</li> <li>• Tarring of Masoing road</li> <li>• Tarring of JJ road</li> <li>• Clinic at Keerom</li> <li>• Electrification of Masoing and Holnek ext.</li> </ul>
18.	<ul style="list-style-type: none"> <li>• Electrification of 60 households at Mosodi and Magukubjane</li> <li>• Yard connections at Makgopheng, Talane, Syferfontein, Perdeplaas and Mmotwaneng.</li> <li>• Low level bridge at Makgopheng village, access road to Namudi secondary school</li> <li>• Low level bridge at Perdeplaas access road to Kausime Primary shool</li> <li>• Re-gravelling of access roads in all villages and storm water control</li> </ul>
19.	<ul style="list-style-type: none"> <li>• Water reticulation at Dindela , Rondebosch , Nkosini and Mathula stands ( all extensions)</li> <li>• Bridge between Rondebosch and Madongeni</li> <li>• Tarring of 12 km road ( 4 km Tribal office road and 8 km bus route at Mthula stands</li> <li>• RDP houses at Rondebosch</li> <li>• Renovation of Jafta and Bantabethu schools</li> </ul>
20.	<ul style="list-style-type: none"> <li>• Storm water control at Monsterlus and Jerusalem</li> <li>• Paving of streets at Monsterlus and Thabaleboto</li> <li>• Community hall at Monsterlus</li> <li>• High mast lights at Thabaleboto and Jerusalem</li> </ul>

	<ul style="list-style-type: none"> <li>• Sewer system at Monsterlus</li> </ul>
21.	<ul style="list-style-type: none"> <li>• Water at Kgaphamadi , Legolaneng, Motsephiri and Phomola</li> <li>• Sanitation (1000 households at Kgaphamadi and Legolaneng, Motsephiri, Phomola.</li> <li>• Electrification of 35 households at Kgaphamadi, 100 at Legolaneng, 20 Phomola.</li> <li>• RDP houses in all villages</li> <li>• Tarring of road from Jerusalema, Motsephiri, Kgaphamadi , Marileng , Katlegong, Phosa, Phomola, Lekgolaneng, Makena , Mandela and Luckau</li> </ul>
22.	<ul style="list-style-type: none"> <li>• A bridge at Phosa</li> <li>• Electrification of 180 households at Phomolong and 60 Luckau A extension</li> <li>• Re-gravelling of all streets and grounds including storm water control at Luckau A &amp; B</li> <li>• Building of 3 blocks classrooms at Hlabi high school, 3 blocks at sindile P. school and one admin .office , Luckau P. school 2 classroom block and an admin office, 3 classroom block at Makeke P. school, St. Paul high school 2 blocks and an admin block , 2 classroom blocks at Phokanoka high school</li> <li>• Clinics at Luckau A</li> </ul>
23	<ul style="list-style-type: none"> <li>• Bulk water supply at Vlakfontein</li> <li>• Sanitation at Vlakfontein</li> <li>• Electrification of 90 at Mahlwakgomo Sephaku</li> <li>• Community hall Sephaku</li> </ul>
24	<ul style="list-style-type: none"> <li>• Electricity at Forest ( Ramogwerane )</li> <li>• Community hall at Sterkfontein</li> <li>• Re-gravelling of road from Mokumong via Ga- Mashabela to Moganetswa</li> <li>• Water in all villages</li> <li>• Clinic at Sterkfontein</li> </ul>
25.	<ul style="list-style-type: none"> <li>• Water and sanitation in all villages excluding Dikgalaopeng</li> <li>• Paving of roads in all villages</li> <li>• Fencing of cemetery at Dikgalaopeng</li> <li>• RDP houses in all villages</li> <li>• Renovation of Dikgalaopeng P. school , Matsepe P. School and Naledi ya Meso High school</li> </ul>
26.	<ul style="list-style-type: none"> <li>• Water in the whole ward</li> <li>• Pedestrian crossing bridge between stadium and new stands</li> <li>• Paving of access roads and storm water control in all sections</li> <li>• Up-grading of sports grounds in all sections</li> <li>• Renovation of Abram Serote secondary school and Kenneth Masikela Primary School</li> </ul>
27.	<ul style="list-style-type: none"> <li>• Roads and storm water control in all villages of the ward including a tar road for Nyakelang Village.</li> <li>• Electrification of 120 houses at Nyakelang , 60 houses at Botloponya and 40 houses at Mountain view</li> <li>• Administration block at Monamodi high school</li> <li>• Library at Nyakelang</li> <li>• Building of Mosebi and Matladi Pre-school</li> </ul>
28.	<ul style="list-style-type: none"> <li>• Re-gravelling of internal roads in all villages and tarring of 4 km Dipakapakeng bus route , mogababa school route 3 km, Matshelapata school route 3 km</li> <li>• Water and sanitation in the whole ward</li> <li>• Electricity of Dipakapakeng and ME and MB ( Matshelapata)</li> <li>• Clinic at Dipakapakeng</li> <li>• Up-grading of sports facilities in all sections</li> </ul>
29.	<ul style="list-style-type: none"> <li>• Land and infrastructure development in Motetema</li> <li>• Water and sanitation at Motetema</li> <li>• RDP houses in the whole ward</li> <li>• Electricity (extension) at Motetema</li> <li>• Land tenure at Motetema</li> </ul>

## 2.8. SWOT ANALYSIS

STRENGTHS	WEAKNESS	OPPORTUNITIES	THREATS
Legal and willing personnel	Inability to collect revenue on services rendered.	Potential for economic growth.	High unemployment rate.
Supportive political leadership	Lack of master plan for future planning.	Having the potential to increase municipal revenue.	Land inaccessibility for emerging farmers.
Effective community participation	Not paying competitive salaries, especially levels lower than Section 57 Employees.	Potential to improve job creation through EPWP projects, mining, tourism and agriculture.	Irrational land use process.
Availability of land for development	Not enough internal capacity.	Interaction with DPLG, DLGH and SDM.	Reduction of powers and functions of local municipalities.
Teamwork	Failure to attract skilful and knowledgeable personnel.	Fertile agricultural land especially along major river valleys	High staff turnover
Sound administration	Ageing workforce.	Conducive climatic conditions that promotes the cultivation of a variety of crops	Floods, drought natural disasters and diseases
Licensed electricity distributor.	Implementation of existing By-laws.	Proximity to dams (Loskop and Flag Boshielo)	Hiking fuel prices
Reliable billing system	Staff structure not matching demand.	The economic and financial support structures	Economic recessions
	Failing to process locally produced resources within the municipality	Democratic political environment	Unrests in neighbouring countries
		Supportive traditional leadership	High illiteracy and poverty levels
			High costs of transportation

## 3. STRATEGIES PHASE

### 3.1. STRATEGIES PHASE

This chapter provides an overview of the municipality's key development strategies. The Strategies Phase involves formulation of strategies to address problems and challenges identified in the Analysis Phase in the short, medium and long term. It also provides the core ideology of the municipality e.g. the Vision, Mission and Millennium Development Goals. Well developed strategies also assist the municipality in developing focused and discipline organisation that directs its energy toward the needs of the community.

The Vision and Mission of the Elias Motsoaledi Local Municipality are as follows:

VISION
A better life for all through service excellence.

#### Our Mission

MISSION
<p>The Elias Motsoaledi Local Municipality is committed to:</p> <ul style="list-style-type: none"><li><input type="checkbox"/> Provide democratic and accountable government for local communities;</li><li><input type="checkbox"/> Ensure provision of services to communities in a sustainable manner;</li><li><input type="checkbox"/> Promote social and economic development;</li></ul> <p>We will achieve this by:</p> <ul style="list-style-type: none"><li><input type="checkbox"/> Implementing a system of Integrated Development Planning based on priority needs of the community identified through community consultation processes;</li><li><input type="checkbox"/> Ensuring the effective performance of all service providers in the municipal area;</li><li><input type="checkbox"/> Supporting sustainable infrastructure development and maintenance, as well as service delivery, through a fair allocation of resources;</li><li><input type="checkbox"/> Promoting a safe and healthy environment;</li><li><input type="checkbox"/> Facilitating economic development and job creation.</li></ul>

#### VISION 2014

South Africa is also bound by the International Community Development Targets, and thus it adopted Vision 2014 that is derived from the United Nations' Millennium Development Goals. Milestones in relation to Vision 2014, which are relevant to the Elias Motsoaledi Local Municipality, include the following:

- By 2008 no village household should not have access to clean potable water;
- By 2010 there must be decent sanitation for all;
- By 2012 there must be electricity in all households;
- By 2014 poverty, unemployment and skills shortages should be reduced by 50% respectively; and
- By 2014 improved services to achieve a better National Health Profile and a reduction of preventable causes of death including violent crimes and road accidents, should be achieved.

## 3.2. DEVELOPMENT OBJECTIVES AND STRATEGIES

Section 26(c) of the Municipal Systems Act, 2000 (Act No. 32 of 2000) stipulates that an Integrated Development Plan must reflect, “the council’s development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs”. The strategies and interventions in the IDP for 2010/2011 are aligned to the LGTAS and other national priorities reflection the ‘year of government action.’ The strategies and interventions proposed in the reviewed IDP for 2010/2011 are a further reflects the needs and aspirations of the people of EMLM.

While lack of resources and coherent coordination still undermine the implementation of service delivery projects and achievement of national targets, EMLM Council would continue to strive to reduce service delivery backlogs in a more coherent and strategic manner which continues to improve government coordination and overall service delivery value-chain. To this end, EMLM recognises the importance of intergovernmental relations as an integral part of achieving national priorities and developmental goals:

- Provision of clean portable water according to RDP standards to 100% of the communities by 2010.
- Eradication of bucket system by 2007.
- Provision of sanitation services to 100% of the communities by 2010.
- Provision of electricity to all the communities by 2012.
- Halve unemployment by 2014 and achieve 6% annual economic growth.
- Clean audit report by 2014.

The implementation of national priorities and development goals remains a key municipal agenda and as such EMLM would continue to develop its IDP and budget to reflect the importance of national priorities. EMLM would further participate in national and provincial interventions aimed at bettering its systems and strengthening its overall organisational capacity.

A Turn Around Strategic Planning Session was organised from the 8<sup>th</sup> of March 2010 to the 9<sup>th</sup> of march 2010 at Loskop Valley Lodge. During the finalisation of the strategy chapter of the municipality, the above mentioned plans were aligned and integrated into one Strategic Document for the 2010/2011 Financial Year.

### 3.3. STRATEGIES PRIORITIES / PRIORITY AREAS AND MEASUREMENTS

#### KPA 1: Spatial Rationale

PAIN	STRATEGIC OBJECTIVES	BASELINE	OUTPUT	OUTCOME	ACTIVITIES
Land invasion.	To ensure improved land use management.	Draft LUMS.	Well planned human settlement.	Social cohesion.	Engage DLGH & Traditional Leaders on land use issues.
Lack of forward planning.	To plan ahead for human settlement.	SDF	Better and sustainable livelihoods.	Sustainable integrated human settlement.	<ul style="list-style-type: none"> <li>Facilitate workshop of Traditional Leaders on land use management.</li> <li>Reviewing and implementing SDF.</li> <li>Township establishment (Integrated Human Settlement)</li> <li>Awareness Campaign on LUMS to community members.</li> </ul>
Lack of credible IDP.	To develop a credible IDP.	Integrated Development Plan 09/10.	Credible IDP.	Integrated planning.	Development of credible IDP by 2010-2011.

#### KPA 2: Basic Service Delivery and Infrastructure Planning

PAIN	STRATEGIC OBJECTIVES	BASELINE	OUTPUT	OUTCOME	ACTIVITIES
Existing powers and function derail progress in achieving the 2014 target on water.	To acquire powers and functions for effective provision of basic level of service.	<ul style="list-style-type: none"> <li>Out of 52 263 household, 25 609 (49%) have no access to water.</li> <li>GIS data on water infrastructure available.</li> </ul>	Acquired WSA status.	Access to water by all household	<ul style="list-style-type: none"> <li>WSA status to be returned to the Category B Municipalities.</li> <li>Municipality to build capacity on GIS.</li> </ul>
Lack of sanitation.	To acquire powers and functions for effective provision of basic level of service.	Out of 52 263, 11 381 have access and 40 882 do not have access to sanitation.	WWTW upgraded.	All households to have access to at least ventilated pit latrine on site by 2010.	❖ Upgrade Roossenekal WWTW.
Lack of enough housing.	To provide enough housing to our people.	4 100 houses built, 5 510 on waiting list, 700 uncompleted houses.	Integrated Human Settlement Plan developed by 2011.	All existing informal settlements to be formalized with land use plans for social and economic facilities.	<ul style="list-style-type: none"> <li>Development of Integrated Human Settlement Plan by 2011.</li> <li>Full participation of municipality in all construction plans for housing projects by 30 June 2010.</li> </ul>

Access to electricity.	To make sure that all the residents have access to electricity.	<ul style="list-style-type: none"> <li>• Out of 52 263 households, 45 463 have access to electricity and backlog is 6 800.</li> <li>• 58% Overloaded capacity.</li> <li>• 1 057 Households registered for FBE.</li> </ul>	Readily available data on bulk capacity by 30 June 2010.	All households to be connected to national grid by 2014.	<ul style="list-style-type: none"> <li>➤ Engage Eskom to provide data on bulk capacity by 30 June 2010.05.19</li> <li>Engage Eskom to fastrack the upgrading of sub-stations in Roossenekal and Groblersdal towns by 2011.</li> <li>➤ Municipality to request assistance from DLGH to promote registration for FBE.</li> <li>➤ Engage district and RAL to provide projects form 2010/2011.</li> <li>➤ Establish and capacitate Road Construction Unit by December 2010.</li> <li>➤ Engage DLGH to review the MIG funding model.</li> </ul>
Waste management.	To collect waste management in towns and township.	1 Licensed landfill site and 2 unlicensed landfill site.	2 Land fill sites licensed.		<ul style="list-style-type: none"> <li>◆ Engage district to fastrack the 2 licensing of the land fill site by 2011.</li> <li>◆ District to provide a plan to address backlog by June 2011.</li> <li>◆ To engage Public Works on the finalisation of the transfer of land for Moutse landfill site.</li> </ul>
Challenge of providing road safety environment for road users.	To provide effective road safety environment for road users.	1 Operational traffic division.	<ul style="list-style-type: none"> <li>* Roossenekal Satellite Station fully functional by 2011.</li> <li>* Weigh-bridge in Groblersdal functional by 2011.</li> <li>* Traffic Management Plan developed.</li> </ul>	Road safety environment for road users.	<ul style="list-style-type: none"> <li>○ Municipality to provide full capacity on 1 satellite station in Roossenekal by 2011.</li> <li>○ Municipality to build a weigh-bridge in Groblersdal by 2011.</li> <li>○ Build 2 satellite stations in Dennilton and Tafelkop.</li> <li>○ Implementation of speed calming measures in rural areas.</li> </ul>

Lack of enough road safety environment for road users.	To provide effective road safety environment for road users.	1 Operation licensing area.	<ul style="list-style-type: none"> <li>2 Examiners appointed by 2011.</li> <li>1 Driving License Testing Centre upgraded by 2011.</li> </ul>	Effective road safety environment for road users.	<ul style="list-style-type: none"> <li>➤ Upgrading of vehicle testing centre.</li> <li>➤ Build one-stop licensing department.</li> </ul>
Lack of effective and equitable health service.	To provide effective and equitable health service.	<ul style="list-style-type: none"> <li>Health Services rendered in Groblersdal town only.</li> <li>Two libraries in Groblersdal and Roossenekal.</li> </ul>	Extended health services to all rural areas by 2011.	Effective and equitable health service by 2014.	<ul style="list-style-type: none"> <li>◆ Relocate 1 Personnel to inspection services.</li> <li>◆ Engage Department of Sports, Arts &amp; Culture on the establishment of libraries in Monsterloose, Tafelkop and Dennilton.</li> </ul>

### KPA 3: Local Economic Development

<b>PAIN</b>	<b>STRATEGIC OBJECTIVES</b>	<b>BASELINE</b>	<b>OUTPUT</b>	<b>OUTCOME</b>	<b>ACTIVITIES</b>
No synergy between dept. with regard to LED matters.	To mobilise all departments to share common goal for local economic development and growth.	Fragmented planning.	Better coordinated and effective LED plans.	Coordinated local economic development & growth.	All municipal departments to include LED activities as part of their SDBIP's for 2010-2011 Financial Year.
Inability to implement LED Strategy.	To improve functionality of the LED unit.	LED unit not fully capacitated.	Decent job creation and sustainable SMME's and cooperatives.	Functional, effective and efficient LED unit.	<ul style="list-style-type: none"> <li>➤ Establishment of the LED Forum.</li> <li>➤ Review the LED Strategy.</li> <li>➤ Facilitate SMME training by SEDA.</li> </ul>
Inadequate tourism.	To create a conducive environment for promoting community tourism in 2010/2011.	LED Strategy	Better promotion of tourism.	<ul style="list-style-type: none"> <li>❖ Exploited tourism opportunities.</li> <li>❖ Local BEE benefitting from the mine.</li> </ul>	Promote awareness & popularise tourism plan.
Inadequate community beneficiation and empowerment opportunities.	To create community beneficiation and empowerment opportunities.	LED Strategy.	Implementation of the Social Labour Plan by mines.	<ul style="list-style-type: none"> <li>○ Communities benefitting and economically empowered.</li> </ul>	Engage Blue Ridge Mine to implement their Labour Social Plan by the 30 <sup>th</sup> of August 2010.



Lack of improved environment for economic growth and development.	To improve the environment for economic growth and development.	LED Strategy	Improved environment for economic growth and development.	◆ Functional, effective and efficient LED Unit.	<ul style="list-style-type: none"> <li>✱ Review the Investment, Attraction and Retention Strategy.</li> <li>✱ Profiling of LED Projects by 2011.</li> <li>✱ Develop Capacity Building Programme for LED Unit.</li> <li>✱ Implement identified anchor projects.</li> </ul>
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#### KPA 4: Good Governance and Public Participation

<i><b>PAIN</b></i>	<i><b>STRATEGIC OBJECTIVES</b></i>	<i><b>BASELINE</b></i>	<i><b>OUTPUT</b></i>	<i><b>OUTCOME</b></i>	<i><b>ACTIVITIES</b></i>
Poor stakeholder relation.	To develop effective and sustainable stakeholder relations.	<ul style="list-style-type: none"> <li>◆ IGR Framework in place.</li> <li>◆ Ineffective IGR Structures.</li> </ul>	Functional IGR Structures.	Effective IGR Structures.	<ul style="list-style-type: none"> <li>✱ Review IAGR Framework by 30 June 2010.</li> <li>✱ District to revive Municipal Manager and Technical Managers Forum.</li> <li>✱ Engage Office of the Premier for sector department to participate in IGR Forums.</li> <li>✱ Development of clear framework for Troika by 30 September 2010.</li> </ul>
Inadequate public participation.	To provide adequate mechanism for public participation.	Ineffective and inadequate public participation.	Maximum public participation.	Informed communities.	<ul style="list-style-type: none"> <li>▪ Develop and implement programmes for community feedback by 30 April 2010.05.19 Full participation by administrators to Imbizo's by 30 March 2010.</li> <li>▪ Finalize the Language Policy by 30 June 2010.</li> <li>▪ Develop schedules for Imbizo's by 30 April 2010.</li> </ul>

### KPA 5: Financial Viability

<b>PAIN</b>	<b>STRATEGIC OBJECTIVES</b>	<b>BASELINE</b>	<b>OUTPUT</b>	<b>OUTCOME</b>	<b>ACTIVITIES</b>
Negative audit opinion for the last 5 years.	To address the negative audit opinions.	Negative opinion (disclaimer).	Clean Audit Report by 2014. Unqualified Audit Opinion 2011.	Improved Audit opinion.	<ul style="list-style-type: none"> <li>Continuous training of staff to minimise use of consultants.</li> <li>Maintain record keeping.</li> <li>Monitoring internal controls and compliance.</li> </ul>
SLA not in place with water services authority.	To finalise SLA for all service provisions with water authority.	No SLA for 2010 between EMLM and GSDM.	Signed SLA.	Clarified roles and responsibilities.	<ul style="list-style-type: none"> <li>* Signed SLA by March 2010.</li> <li>* Transfer of water assets to the authority.</li> <li>* Review of powers and functions.</li> </ul>
Poor debt management and revenue collection.	To improve the revenue base.	Revenue collection at 75%	Increased revenue collection by 100%.	Financial sustainability.	<ul style="list-style-type: none"> <li>❖ Implementation of the Revenue Enhancement Strategy.</li> <li>❖ Review and update Indigent Register.</li> <li>❖ Date cleansing.</li> <li>❖ Develop Free Basic Policy by 2010.</li> </ul>

### KPA 6: Municipal Transformation and Organisational Development

<b>PAIN</b>	<b>STRATEGIC OBJECTIVES</b>	<b>BASELINE</b>	<b>OUTPUT</b>	<b>OUTCOME</b>	<b>ACTIVITIES</b>
Inadequate Institutional Governance Systems.	To strengthen institutional efficiency and good governance.	Governance structure not aligned.	Effective and efficient institutional governance.	Synchronised Planning Processes.	<ul style="list-style-type: none"> <li>❖ Review of Municipal Planning Framework, e.g. IDP/Budget &amp; Communication Strategy.</li> <li>❖ Review PMS policy to include lower level by the 30<sup>th</sup> of September 2010.</li> <li>❖ Extension of office building to accommodate staff.</li> <li>❖ Review of Recruitment and Selection Policy by 30 September 2010.</li> <li>❖ Adherence to IDP timelines.</li> </ul>

					<ul style="list-style-type: none"> <li>❖ Maximise monitoring, evaluation and reviewing of accountability systems.</li> <li>❖ Filling of key critical post by June 2010.</li> <li>❖ Development of institutional plans by 30 September 2010.</li> </ul>
Limited powers and functions.	To advocate devolution of powers and functions.	Powers still with the district (water, sanitation)	Devolved power to category B Municipalities.	<ul style="list-style-type: none"> <li>▪ Better basic services to the community.</li> <li>▪ More accountable municipality and increased role.</li> </ul>	Engage SDM, DLGH & MDB in devolving some of the feasible powers and functions.

## 4. PROJECT PHASE

### 4.1. ELIAS MOTSOLEDI MUNICIPAL PROJECTS

#### INFRASTRUCTURE SERVICES

Ward	Project	Capital Investment (R)- Mtef			Source Of Funding	Implementing Agency	No: Jobs Created
		10/11	11/12	12/13			
12	Fencing-Mun Building	-	500,000.00	400,000.00			
12	Building Of Main Sub-Station At Roosenekal Town	600,000.00	-	-			
12	Upgrade Of Bus Terminal	1,765,600.00	-	-			
12	Groblersdal Taxi Rank	1,700,000.00	-	-			
12	Upgrade Of Network & Sewer Pump Station	2,168,280.00	-	-			
12	Meter Solutions	4,000,000.00	5,000,000.00	-			
	Mini Subs 500 Kva	1,000,000.00	600,000.00	750,000.00			
	Replacement Of Panels	417,925.00	-	-			
	Generator	-	3,000,000.00	-			
11	Installation Of High Mast Lights (Elandsdoorn)	1,200,000.00	1,500,000.00	2,000,000.00			
	Electrification Projects (By Dme)	3,000,000.00	1,000,000.00	-			
	Machinery & Bakkies	5,758,400.00	-	-			

Ward	Project	Capital Investment (R)- Mtef			Source Of Funding	Implementing Agency	No: Jobs Created
		10/11	11/12	12/13			
	Land Audit System/ Gis/Ers	3,100,000.00	500,000.00	1,200,000.00			
	Installation Of Municipal Services @ 885	3,000,000.00	10,000,000.00	15,000,000.00			
19 & 20	Monsterlus To Makgopeng Phase 2	5,546,244.84	11,677,597.21	12,208,368.33			
24	Ramogwerane (Phase 3)	5,743,673.52	12,280,351.99	12,838,549.80			
1	Moteti B (Phase 1, 2 & 3)	3,911,444.13	-	-			
13	Groblerdsdal Roads & Streets	6,923,550.53	500,000.00	7,500,000.00			
15	Roosenekal Roads & Streets	5,600,000.00	7,280,000.00	-			
29	Motetema Resealing Of Road	-	8,500,000.00	8,000,000.00			
12	Construction Of Stone Pitching At Thabakhubedu Road	3,990,000.00	-	-			
27	Nyakelang Public Route Upgrade	8,000,000.00	-	-			
1	Moteti "A" Bus Route Upgrading	-	6,600,000.00				
16	Zaaiplaas Bus Route	4,000,000.00		14,347,826.11			
	Town Establishment In Roosenekal	400,000.00			EMLM		
	Land Tenure Upgrading In Monsterloose And Motetema	2,000,000.00			DOLA & EMLM		
	Formalisation Of Kirkvoschfontein And Elandsdoorn A	5,910,000.00			Dept Land Affairs Through Land Tenure Services		
	Formalisation Of 5 Villages A Year Over 4 Years	12,000,000.00			Dept Land Affairs Through Land Tenure Services		
3,9	Construction of 500 housing units	27,000,000.00			Dept Local Government and		

Ward	Project	Capital Investment (R)- Mtref			Source Of Funding	Implementing Agency	No: Jobs Created
		10/11	11/12	12/13			
					Housing		
13	Metering solution in Groblersdal	4,000,000.00			EMLM		
21	Electrification of Jerusalem Village	65 000.00			ESKOM		
16	Electrification of Overseas	500 000.00			ESKOM		
1	Electrification of Slovo Village	1 143 000.00			ESKOM		
29	Electrification of Ramohlokolo village	2 500 000.00			ESKOM		
9	Electrification of Phooko Village	692 000.00			ESKOM		
26,27	Electrification of Tafelkop Stadium East and Kampeng	1 368 000.00			ESKOM		
23	Sephaku A and Mahloakgomo	784 974.30			DME		
8	Marapong, Malaeneng and Madiba Ext	1 049 222.70			DME		
7	Lusaka village	388 601.00			DME		
5	Ntswele Moutse/Mpeleng	777 202.00			DME		

## SOCIAL DEVELOPMENT

Ward	Project	Capital Investment (R)- Mtref			Source Of Funding	Implementing Agency	No: Jobs Created
		10/11	11/12	12/13			
	Environmental Management Plan	200,000.00	-	-	EMLM		
	Development Of Environmental Management By-Laws	200,000.00			EMLM		

## CORPORATE SERVICES

Ward	Project	Capital Investment (R)- Mtref			Source Of Funding	Implementing Agency	No: Jobs Created
		10/11	11/12	12/13			
	It Network For New Offices (Wireless)	130,000.00	138,000.00	146,000.00			
	Extension Of The Main Municipal Office In Groblersdal	5,000,000.00			EMLM		
	Purchase Of Computers	150,000.00	159,000.00	169,000.00			

Ward	Project	Capital Investment (R)- Mtref			Source Of Funding	Implementing Agency	No: Jobs Created
		10/11	11/12	12/13			
	Electronic File System	-					
	Installation Of Blinds	100,000.00	106,000.00	225,000.00			
	Security System (Cameras)	400,000.00	424,000.00	449,440.00			
	Air Cons	200,000.00	1,272,000.00	1,348,320.00			
	Municipal Furniture	300,000.00	318,000.00	337,080.00			
	Vehicles	180,000.00	190,800.00	202,248.00			

## STRATEGIC MANAGEMENT

Ward	Project	Capital Investment (R)- Mtref			Source Of Funding	Implementing Agency	No: Jobs Created
		10/11	11/12	12/13			
	Implementation Of Led Strategy	500,000.00			EMLM		
	Smme Development (Hawkers Stalls)	200,000.00			EMLM		

## FINANCE DEPARTMENT

Ward	Project	Capital Investment (R)- Mtref			Source Of Funding	Implementing Agency	No: Jobs Created
		10/11	11/12	12/13			
	Data Cleansing	1,000,000.00			FMG & EMLM	FMG & EMLM	
	Debt Management And Implementation Revenue Enhancement Strategy	150,000.00			MSIG		
	Finance Statement And Reporting	220,000.00			FMG		
	Developing And Capacitating Of Finance Staff (Grap Training)	300,000.00			FMG		
	Asset Management (Unbundling Of Assets)	600,000.00			MSIG		
	Indigent Register (Maintenance Of Free Basic Services)	300,000.00			EMLM		

## 4.2. SECTOR DEPARTMENTS PROJECTS

### ECONOMIC DEVELOPMENT, ENVIRONMENT & TOURISM

#### AGRICULTURE

PROJECT NAME	DISTRICT	LOCAL MUNICIPALITY	PROJECT LOCATION	PROJECT DESCRIPTION	IMPLEMEN TING AGENT	OVERALL BUDGET	PLANNING & DESIGN		IMPLEMENTATION PERIOD AND BUDGET R THOUSAND				
							F/Y	BUDGET	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
Hereford	GSDM	Elias Motsoaledi	Hereford Farm	Irrigation	LDA	R24,310.00	2011/12			R22,100.00	R2,210.00		
Alternative Energy	All	All		Energy Supply	LDA	R2,000.00	2010/11		R2,000.00				
Matabane (8) Farmers	GSDM	Elias Motsoaledi	Laersdrift, Roossenekal, Uityk		LDA	R2,000,000.00	2009/10		R2,000,000.00				
KwaMaphuze Community Restitution Project	GSDM	Elias Motsoaledi	Kaffersskraal 181 JS Prt 1		LDA	R874,625.00	2009/10		R874,625.00				
Phaswane Youth	GSDM	Elias Motsoaledi			LDA	R600,000.00	2009/10		R600,000.00				
Thulani Dairy Project	GSDM	Elias Motsoaledi			LDA	R800,000.00	2009/10		R800,000.00				
Baswemang Youth Project	GSDM	Elias Motsoaledi	Ntoane		LDA/IDT	R300,000.00	2009/10		R300,000.00				
Phambili Bafazi	GSDM	Elias Motsoaledi	Vlakfontein		LDA	R500,000.00	2010/11			R500,000.00			
Tsoga oitirele	GSDM	Elias Motsoaledi	Slovo		LDA	R500,000.00	2011/12				R500,000.00		
Ikageng Mamogashwa Woman's Project	GSDM	Elias Motsoaledi	Kgobokoa ne		LDA	R500,000.00	2012/13					R500,000.00	



Mpshe Egg Laying	GSDM	Elias Motsoaledi	Tafelkop		LDA	R500,000.00	2013/14						R500,000.00
Integrated indigenous Poultry Production	GSDM	All Municipalities	To be confirmed	Housing Facilities and marketing facilities	LDA	R3,371,190.63	2010/11		R500,000.00	R575,000.00	R661,250.00	R760,437.50	R874,503.13
Cattle Improvement breeding Projects (Cattle Loan Scheme)	GSDM	All Municipalities	To be confirmed	Fencing, Handling Facilities and cattle management tools	LDA	R24,070,301.06	2010/11		R3,570,000.00	R4,105,000.00	R4,721,325.00	R5,429,523.75	R6,243,952.31
Honey Bee Processing Facilities	GSDM	All Municipalities	To be confirmed	Processing facilities and equipment for honey protection	LDA	R7,045,788.41	2010/11		R1,045,000.00	R1,201,750.00	R1,382,012.50	R1,589,314.38	R1,827,711.53
Integrated Aquaculture Production	GSDM	All Municipalities	To be confirmed	Provision of earthen fish ponds	LDA	R20,227,143.75	2010/11		R3,000,000.00	R3,450,000.00	R3,967,500.00	R4,562,625.00	R5,247018.75
Integrated Game Production	GSDM	All Municipalities	To be confirmed	Provide fencing/water reticulation	LDA	R10,113,571.88	2010/11		R1,500,000.00	R1,725,000.00	R1,983,750.00	R2,281,312.50	R2,623,509.38

#### 4.3. HEALTH & SOCIAL DEVELOPMENT

PROJECT NAME	MUNICIPALITY	PROJECT LOCATION	PROJECT DESCRIPTION	IMPLEMENTING AGENT	TOTAL PROJECT COST	PLANNING AND DESIGN		IMPLEMENTATION PERIOD AND BUDGET		
						FINANCIAL YEAR	BUDGET	2010/11	MTEF 2011/12	MTEF 2012/13
Leboeng EMS	Elias Motsoaledi	Leboeng EMS	EMS Base Station	Sakhiwo Health Solutions	5,326	2008/09	639	573	-	-
WF Knobel EMS	Elias Motsoaledi	WF Knobel EMS	EMS Base Station	Sakhiwo Health Solutions	5,247	2008/09	630	300	-	-
Groblerdsdal Hospital Mortuary	Elias Motsoaledi	Groblerdsdal Hospital Mortuary	Mortuary	Public Works	8,800	2008/09	1,056	6,000		
Eensaam	Elias Motsoaledi	Eensaam	Clinic	Sakhiwo Health Solutions	8,602	2008/09	860	3,080		
Goedgedacht	Elias Motsoaledi	Goedgedacht	Clinic	Sakhiwo Health Solutions	10,263	2008/09	1,026	7,000	3,263	

#### 4.4. ESKOM 2009-2010 PROJECTS

LOCAL MUNICIPALITY	PROJECT NAME	PROPOSED CONNECTION	PLANNED CAPEX	TOTAL ACT CONNECTION	TOTAL ACT CAPEX	PROGRESS
Elias Motsoaledi	Liberty Park Phase 2	60	R1,017,560.77	120	R854,463.73	Complete and energized
Elias Motsoaledi	Kgaphamadi	92	R882,801.48	93	R655,025.39	Complete and energized
Elias Motsoaledi	Ramokgokolo	334	R5,629,950.00	0	R289,220.79	Project at execution stage, only 90% complete
Elias motsoaledi	Slovoville	294	R2,652,830.51	293	R2,236,030.74	Complete and energized
LOCAL MUNICIPALITY	PROJECT NAME	TOTAL PLANNED CAPEX	TOTAL PLANNED CONNECTIONS	TOTAL YTD ACTUAL CAPEX	TOTAL YTD ACTUAL CONNECTIONS	COMMENTS
Elias Motsoaledi	Jerusalem	R650,000.00	35	R0.00	0	Project at design stage
Elias Motsoaledi	Overseas	R500,000.00	19	R0.00	0	Project at design stage
Elias Motsoaledi	Phooko	R692,000.00	66	R0.00	0	Project at design stage

Elias Motsoaledi	Ramohlokolo ph 2	R2,500,000.00	232	R0.00	0	Project at design stage
Elias Motsoaledi	Slovoville ph 2	R1,143,000.00	127	R0.00	0	Project at design stage
Elias Motsoaledi	Tafelkop Stadium East Ext & Tafelkop (Kampeng)	R1,368,000.00	114	R0.00	0	Project at design stage

#### 4.5. ROADS AND TRANSPORT

ROAD No's	LOCAL MUNICIPALITY	PROJECT NAME	OUTPUT	AWARDED AMOUNT	PROGRESS
P51/3	Greater Groblersdal	Maintenance of surfaced road P51/3 (Elias Motswaledi [Groblersdal] to P62/2 Near Stofberg])	10.3km of road surface repaired	8,922,122.60	10%
P62/2	Elias Motsoaledi	Maintenance of surfaced road P62/2 (Monstrelus to Mathula Stand)	15km of road surface repaired	5,456,911.12	10%
D1948	Elias Motsoaledi	Dennilton (Philadelphia Hospital) to Marble Hall: 15km Upgrading (grave to tar)		R1 243 000.00	
D2664 D2919 D2922 D2919	Elias Motsoaledi	D2900 to Zamenkost to Uitvlugt to Doornlaagte to Tshikanosi (Leeuwkuil) Upgrading (gravel to tar)		R3 000 000.00	
D4298	Elias Motsoaledi	Jerusalem Road	23km	R 0.00	
D4331	Elias Motsoaledi	Luckau/Legolaneng to Sephaku Four Way	23km	R 0.00	
P51-3	Elias Motsoaledi	Bush clearing and grass cutting along P207-1		R1 077 581.64	Contractors appointed
P62-1	Elias Motsoaledi	Erection of road reserve fence along road P62-1 from Monsterlus to Mahlangu		R332,491.88	Contractors appointed
D856	Elias Motsoaledi	Construction of 8 km pedestrian sidewalk along road D856 from Philadelphia hospital		R8 332 554.12	Contractors appointed

#### 4.6. DEPARTMENT OF SPORT, ARTS AND CULTURE

						Planning and Design		Period of Implementation (Budget)		
Project Name	Project description	District	Local Municipality and Location	Implementing Agent	Overall Budget	FY	Budget	2010-2011	2011-2012	2012-2013
<b>ARTS AND CULTURE</b>										
Music	Talent search in Music	All five Districts	All Local Municipality	DSAC	R700 000	2010-2011	-	(R17 000 per Local Municipality) R10 000 per District Municipality)	-	-
<b>LANGUAGE SERVICES</b>										
Literature Promotion	Workshops and Talent search/ literature development	Sekhukhune	Elias Motswaledi municipality	DSAC	R900 000.00	2010-2011	-	R250 000.00	R300 000.00	R350 000.00
<b>ARCHIVES SERVICES</b>										
Clubs establishment	Establish one cricket club per local municipality	All districts	All local municipalities	DSAC	R300 000	2010/11	-	R4000.00 per local municipality	R4000.00 per local municipality	R4000.00 per local municipality
Leagues Established	Co-ordinate the Establishment and support leagues: Softball, volleyball, cricket and athletics	All districts	Host local municipality to be identified	DSAC	R3 765 000	2010/11	-	R251 000.00 per district municipality	R251 000.00	R251 000.00
Establish federations	Coordinate Establishment of Federations for people	All districts	Host local municipality to be identified	DSAC	R150 000	2010/11	-	R10 000 per district	R10 000 per district	R10 000 per district

	with disabilities									
			<b>Elias Motswaledi</b>  <u>Schools</u> 1.Bosele Special 2.Leriana 3. Aquaville Comb. 4.Dithamaga 5.Mphahleng 6.Tadimane 7.Sebakanaga 8.Magate Leope 9.Ramonokane 10.Rahlagane	DASC	R1 201 680	2010/1 1	-	R400 560	R400 560	R400 560
			Elias Motsoaledi  <u>Hubs</u>  1.O.R. Tambo 2.Hlogotlou	DASC	R1 110 576	2010/1 1	-	R 370,192	R 3 70,192	R 370,192

## 5. INTEGRATION

### 5.1. OPERATIONAL FIVE YEAR IMPLEMENTATION PLAN

The section below reflects the **Operational 5 Year Implementation Plan** for the EMLM based on all the actions and projects resulting from section 3 of this document, which dealt with each of the Priority Development Issues of the municipality.

The Integrated Operational Strategy (2006-2010) indicates each of the 20 Priority Issues identified for the municipality and highlights the most important actions or initiatives to be launched under each of these as well as the timeframe allocated to each of the actions.

Under Issue 1 which deals with Powers, Duties and Functions the two most important initiatives relate to the Service Level Agreements which need to be signed with the Sekhukhune District Municipality and Eskom respectively, as well as a strategy to enhance the delivery of the function of municipal health services.

The EMLM has a medium –term financial plan. The municipal would be developing a **5-year Financial Plan** as part of its turn-around strategy.

**Municipal Institutional Plan-** EMLM recognises the importance of aligning its organisational structure to its constitutional, political mandate and strategic direction. In view of this acknowledgment, the municipality would be developing a municipal institutional plan as part of its turn-around strategy aimed at improving governance and project clean-audit report.

Under **Organisational Restructuring and Transformation** the most important activities are the filling of critical vacancies, the conducting of an institutional audit with an associated strategy for the enhancement of the institutional capacity of the municipality, Councillor and Officials capacitation, and the refinement of the current Performance Management System.

Flowing from the institutional audit more detailed policy statements pertaining to a variety of institutional aspects in the municipality may follow.

There are 11 priority actions or initiatives, which are aimed at serving Priority Issue 3 that is **Financial Viability**. The most important of these is the compilation of a valuation roll for the municipality that was completed in the 2007/2008 financial year. The enhancement of the revenue collection rate of the municipality is a continuous process for the entire 5-year period, as is the objective to obtain unqualified audit reports annually.

Other important aspects that need to be implemented as part of enhancing the financial viability of the municipality include the establishment of an audit committee, the implementation of a website for the municipality, the updating of an asset register and the formulation of an Asset Requisition and Disposal Policy.

Issue 4 that deals with **Good Governance and Communication** have as its first priority the formulation and implementation of a Community Participation Policy for the municipality. This policy will obviously deal with the activation and maintenance of the ward committee system in the municipality.

The municipal Council has approved the **Spatial Development Framework** that outlines guidelines for **Land Use Management Plans**. The municipality is now expected to develop clearly defined key performance indicators and targets to implement its SDF.

Under **Land Reform and Land Administration** (Issue 6) a Municipal Land Reform Strategy needs to be formulated in consultation with the Department of Land Affairs. Once the Land Reform Strategy is completed, business plans can be compiled and submitted in order to obtain the necessary funding.

The first initiative with regards to Housing is the formulation of a Municipal Housing Delivery Strategy for the municipality that is to be compiled in conjunction with the provincial Department of Housing. The Housing Delivery Strategy must also be accompanied by an Infrastructure Development Plan, which closely fits the Housing Delivery Strategy. The existing housing projects are also scheduled to be completed by the first quarter of 2008/2009 whereafter the Housing Delivery Strategy should be implemented for the next four years.

As far as **Health and Welfare** is concerned the top priority is the alignment of health and welfare needs of the Greater Groblersdal Community with provincial programmes and projects.

The same principle applies to **Education** where it is the responsibility of the municipality to ensure that the needs of the community are addressed in the provincial education programme for the municipal area. This includes both the upgrading and expansion of existing infrastructure e.g. classrooms, laboratories etc. and/or the addressing of current operational problems and poor performing schools. The launching of ABET programmes in the municipality is also a high priority as a large percentage of the adult community missed the opportunity to have fully fledged school education.

The management and maintenance of existing **Sports and Recreation** facilities is a high priority within the municipality while the formalisation of the existing cultural historic and tourist attraction sites is also high on the agenda.

Parallel to this the municipality will also facilitate the implementation of provincial **Sports, Arts and Culture** programmes in the municipality on a continuous basis.

As far as **Safety and Security** is concerned the most practical contribution the municipality can make is through the proper enforcement of municipal by-laws in the municipal area. The municipality will also facilitate and support the establishment of Community Policing Forums throughout the municipal area and it undertakes to continuously liaise with the SAPS and the Department of Safety, Security and Liaison of the Limpopo Province of safety and security issues.

The formulation of a **Disaster Management Plan** is critical as far as the delivery of emergency services are concerned and this plan is scheduled to be completed by the end of 2008 following from which the implementation thereof will continue during the period 2008-2009. A Service Level Agreement regarding the delivery of emergency services also need to be signed with the Sekhukhune District Municipality.

The municipality plan to complete the process of developing a comprehensive Environmental **Management Plan** and **Air Quality Management plan** as part of its endeavour to contribute to reduce effects of climate change and other environmental challenges threatening sustainable development.

The municipality undertakes to liaise with **Telkom and the South African Postal Services** to ensure that these two institutions address the priority needs identified by the Groblersdal community. The municipality will thus merely play a facilitator role in this regard.

As far as Issue 14, which deals with Cemeteries, is concerned, the main focus will be on formulating a policy regarding the establishment of regional cemeteries in the Elias Motsoaledi Municipal Area and the upgrading and maintenance of the existing ones.

A **Water Services Development Plan** needs to be compiled for the municipality that fits within the parameters set by the Sekhukhune Water Services Development Plan. The plan is scheduled to be completed by the end of December 2008 following from which the multi year implementation programme emanating from the Water Services Development Plan will be implemented during the next four years. In the meantime the interim (ad hoc) upgrading and maintenance of infrastructure as currently programmed will continue. The signing of a Water Service Level Agreement with the Sekhukhune District Municipality is also high on the agenda.

The Elias Motsoaledi Local Municipality will liaise with Eskom and will compile a **Municipal Electrification Programme** in conjunction with Eskom.

This programme will then guide the implementation of electricity projects throughout the municipal area during the next four to five years. The improvement of human resource capacity with regards to electricity supply is also high on the agenda.

The municipality will be developing a **Risk Management Plan** as part of the outsourced Internal Audit function. The Risk Management Plan will be developed and approved in the new municipal fiscal year (2010/2011).

As far as **Roads, Stormwater and Transportation** are concerned, the two most important initiatives during year 1 will be the compilation of a Roads Master Plan and Integrated Transport Plan for the municipality. The programmes resulting from these two plans will guide the capital investment programmes pertaining to roads upgrading as well as public transport provision in the municipality during the next four to five years. The ad hoc upgrading and maintenance of existing road infrastructure and the purchasing of additional machinery to conduct the upgrading and maintenance is also urgently required.

The municipality also undertakes to develop an **Integrated Waste Management Plan** for the municipality during the next year in order to guide and direct the way in which waste management is conducted in the municipal area. An assessment will also be made of the viability of the Waste Recycling Strategy in the municipal area that could be seen as part of the Local Economic Development strategy for the municipality. The rehabilitation of the existing four waste disposal sites in the municipality is also a high priority.

In lieu of the expected increase in mining activities in the municipal area with all the associated negative environmental impacts the municipality deems it essential to compile an **Environmental Management Plan** for its area of jurisdiction during the next financial year. The Environmental Management Plan should then guide and inform the decision-making processes of Council.

Another important aspect however would be to establish the Environmental Management function within the municipal organogram and in this regard it might be necessary to make some amendments to the existing organogram.

Priority Issue 20 deals with **Economic Development and Job Creation** in the municipality. It is suggested that Council compile a Local Economic Development Strategy for the municipality, which make a strategic assessment of the development potential of each of the economic sectors in the municipality, and then formulate a strategy towards the enhancement and optimal utilisation of the potential of each of these sectors. The incorporation of the existing provincial LED projects will also be one of the objectives of this initiative.

Parallel to this the establishment of a local market in order for farmers in the municipal area to sell their products is a high priority, as is the upgrading of the existing informal market stalls in the municipality in order to enhance the quality of this very valuable service, which is being provided.

The above represents a brief summary then of the main operational activities or initiatives to be launched in the municipality during the next five years. It is evident that a major challenge and a very ambitious initiative but it is essential that the municipality start addressing it as soon as possible.

The next section highlights the expected and income and expenditure per vote number for the municipality for the period up to 2011.

## **5.2. 5 YEAR FINANCIAL PLAN (MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK)**

The following section reflects the current and expected future revenue and expenditure for the Elias Motsoaledi Local Municipality up to 2011 (Medium Term Revenue and Expenditure Framework (MTREF). The following is a summary of the most salient features in this regard:

- The biggest sources of revenue are expected to be property rates (R21 million per annum); electricity (R41 million per annum); agency fee on water (R 900 000); and government grants and subsidies (R 104 million per annum).



- Operating expenditure will increase from R83630 million to R163,741 million (08/09), R230,155 million by 09/10, and R233,521 million by 10/11.
- The office of the Municipal Manager is expected to have expenses to the order of about R20 million per annum during this period.
- The total expected annual expenditure of the Finance Department will be around R25,9 million per annum.
- IDP and LED will incur expenses in the order of about R3,9 million in this current year.
- Social Development has projected annual expenditures of about R120,8 million this financial year.
- The Infrastructure Department will have average annual expenditure of R35,9 million during this period.
- Capital expenditure of Infrastructure will be around R 74.4 million.

## **DETAIL CAPITAL BUDGET 2010/2011**

ITEMS	2010/11 Medium Term Revenue & Expenditure Budget		
	Budget Year	Budget Year +1	Budget Year +2
	2010-2011	2011-2012	2012-2013
<b>Municipal Manager's Office</b>			
Office Machine			
	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>BUDGET &amp; TREASURY OFFICE</b>			
Metering solution			
Office machinery & equipment	0	50 000	0
Vehicles			
	0	50 000	0
<b>CORPORATE SERVICES</b>			
IT Network for New Offices /Wireless	130 000	138 000	146 000
Purchase of Computers	150 000	159 000	169 000
Electronic File System	0		

Installation of Blinds	100 000	106 000	225 000
Security System (Cameras)	400 000	424 000	449 440
Aircons	200 000	1 272 000	1 348 320
Total	980 000	2 099 000	2 337 760
Municipal furniture	300 000	318 000	337 080
VEHICLES	180 000	190 800	202 248
<b>TOTAL CORPORATE</b>	<b>1 460 000</b>	<b>2 607 800</b>	<b>2 877 088</b>
<b><u>INFRA. ROADS</u></b>			
Mosterlus to makgopeng Phase 2	5 546 245	11 677 597	12 208 368
Ramogwerane (Phase 3)	5 743 674	12 280 352	12 838 550
Moteti B (Phase 1, 2 & 3)	3 911 444	0	0
Groblersdal Roads & Streets	4 923 551	500 000	7 500 000
Roosenekal Roads & Streets	5 600 000	7 280 000	-
motetema patching of potholes and resealing	0	8 500 000	8 000 000
Construction of stone pitching at Thabakhubedu Road	3 990 000	-	-
Nyakelang public route upgrade	8 000 000	1 000 000	
Moteti "A" bus route upgrading	-	6 600 000	
Zaaiplaas Bus route	4 000 000	0	0
Lehleseng road( still to be costed if possible)	4 500 000	2 607 500	10 771 000
Hlogotlou road( still to be costed if possible)	4 000 000	7 200 000	0
<b>SUB TOTAL</b>	<b>50 214 914</b>	<b>57 645 449</b>	<b>51 317 918</b>
<b><u>INFRA. MACHINERY</u></b>			
<b>MACHINERY &amp; BAKKIES</b>	<b>10 758 400</b>	<b>0</b>	<b>0</b>

<b>SUB TOTAL</b>	<b>10 758 400</b>	<b>0</b>	<b>0</b>
<b>TOWN PLANNING &amp; DEVELOPMENT</b>			
LAND AUDIT SYSTEM/ GIS/ERS	3 100 000	0	0
INSTALLATION OF MUNICIPAL SERVICES @ 885		10 000 000	23 000 000
<b>SUB TOTAL</b>	<b>3 100 000</b>	<b>10 000 000</b>	<b>23 000 000</b>
<b><u>INFRA. BUILDINGS &amp; COMMUNITY FACILITIES</u></b>			
FENCING-MUN BUILDING	0	500 000	400 000
Building of main sub-station at Roossenekal	600 000	0	0
Extension of Municipal Offices at main office	0	10 000 000	13 000 000
UPGRADE OF BUS TERMINAL & TAXI RANK	3 465 600	0	0
<b>SUB TOTAL</b>	<b>4 065 600</b>	<b>10 500 000</b>	<b>13 400 000</b>
<b><u>WATER &amp; SANITATION</u></b>			
Upgrade of Network & Sewer pump station	1 000 000	0	0
<b>SUB TOTAL</b>	<b>1 000 000</b>	<b>0</b>	<b>0</b>
<b><u>ELECTRICITY</u></b>			
Meter Solutions	3 500 000	5 000 000	0
<b>UPGRADE OF ELC</b>			
Mini Subs 500 KVA	1 000 000	600 000	750 000
REPLACEMENT OF PANELS	417 925	0	0
Generator	0	3 000 000	0
Installation of high mast lights (Elandsdoorn)	1 200 000	1 500 000	2 000 000

Electrification projects (by DME)	3 000 000	1 000 000	0
<b>SUB TOTAL</b>	<b>9 117 925</b>	<b>11 100 000</b>	<b>2 750 000</b>
<b>GRAND TOTAL INFRASTRUCTURE</b>	<b>78 256 839</b>	<b>89 245 449</b>	<b>90 467 918</b>
<b>PLANNING AND DEVELOPMENT</b>			
	0	0	0
<b>Stalls</b>	<b>200 000</b>	<b>300 000</b>	<b>318 000</b>
<b>TOTAL PLANNING</b>	<b>200 000</b>	<b>300 000</b>	<b>318 000</b>
	.		
<b>SOCIAL DEVELOPMENT</b>			
<b>PARKS</b>			
<b>STREET DUSTBIN</b>			
<b>LAWNMOWERS -KUDUS</b>	<b>300 000</b>	<b>318 000</b>	<b>337 080</b>
<b>HOOK LIFT TRUCK</b>	<b>0</b>	<b>1 900 000</b>	<b>0</b>
<b>PALISADE FENCING</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>VEHICLE</b>			
<b><u>TRAFFIC DEPARTMENT</u></b>	-	-	-
<b>WEIGHBRIDGE</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FIRE ARMS</b>	<b>60 000</b>	<b>0</b>	<b>0</b>
<b>TRAFFIC LIGHTS (ROBOTS)</b>	<b>800 000</b>	<b>1 600 000</b>	<b>0</b>
<b>TOTAL SOCIAL DEPARTMENT</b>	<b>1 160 000</b>	<b>3 818 000</b>	<b>337 080</b>
<b>GRAND TOTAL</b>	<b>81 076 839</b>	<b>95 971 249</b>	<b>94 000 086</b>

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## 5.4. REVENUE AND EXPENDITURE PROJECTIONS

### Monthly Projections of Revenue by Source

The anticipated revenue for the 2010/2011 financial year amounts including capital grants to **R232 524 000**

LIM472 Elias Motsoaledi - Table A1 Budget Summary

Description	2006/7	2007/8	2008/9	Current Year 2009/10				2010/11 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
<b>R thousands</b>										
<b>Financial Performance</b>										
Property rates	5 889	6 354	6 067	9 040	15 040	9 040	9 040	21 000	22 890	24 263
Service charges	20 686	23 035	24 203	35 543	35 543	35 543	35 543	44 961	51 845	59 973
Investment revenue	2 684	3 528	7 225	3 200	3 200	3 200	3 200	4 962	5 260	5 575
Transfers recognised - operational	43 515	49 033	62 299	81 333	81 333	81 333	81 333	129 042	144 838	161 625
Other own revenue	19 619	41 682	40 885	101 416	95 416	101 416	101 416	33 559	28 492	26 961
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>92 392</b>	<b>123 632</b>	<b>140 679</b>	<b>230 533</b>	<b>230 533</b>	<b>230 533</b>	<b>230 533</b>	<b>233 524</b>	<b>253 325</b>	<b>278 397</b>
Employee costs	25 463	27 968	30 671	48 980	48 980	48 980	48 980	56 055	60 997	65 803
Remuneration of councillors	10 880	8 875	11 411	13 328	13 328	13 328	13 328	12 441	13 436	14 511
Depreciation & asset impairment	-	-	56 999	2 200	2 200	2 200	2 200	-	-	-
Finance charges	-	-	-	-	-	-	-	-	-	-
Materials and bulk purchases	22 276	9 546	13 091	23 159	23 159	23 159	23 159	23 982	29 614	36 989
Transfers and grants	-	-	-	-	-	-	-	-	-	-
Other expenditure	31 460	36 641	51 569	142 487	142 487	142 487	142 487	141 043	147 504	148 478
<b>Total Expenditure</b>	<b>90 078</b>	<b>83 036</b>	<b>163 741</b>	<b>230 155</b>	<b>230 155</b>	<b>230 155</b>	<b>230 155</b>	<b>233 521</b>	<b>251 551</b>	<b>265 781</b>
<b>Surplus/(Deficit)</b>	<b>2 314</b>	<b>40 601</b>	<b>(23 062)</b>	<b>378</b>	<b>378</b>	<b>378</b>	<b>378</b>	<b>4</b>	<b>1 774</b>	<b>12 617</b>
Transfers recognised - capital	-	-	-	-	-	-	-	-	-	-
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>2 314</b>	<b>40 601</b>	<b>(23 062)</b>	<b>378</b>	<b>378</b>	<b>378</b>	<b>378</b>	<b>4</b>	<b>1 774</b>	<b>12 617</b>
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) for the year</b>	<b>2 314</b>	<b>40 601</b>	<b>(23 062)</b>	<b>378</b>	<b>378</b>	<b>378</b>	<b>378</b>	<b>4</b>	<b>1 774</b>	<b>12 617</b>
<b>Capital expenditure &amp; funds sources</b>										
<b>Capital expenditure</b>	<b>358</b>	<b>7 992</b>	<b>10 129</b>	<b>82 215</b>	<b>82 215</b>	<b>82 215</b>	<b>82 215</b>	<b>81 077</b>	<b>76 021</b>	<b>71 000</b>
Transfers recognised - capital	358	-	428	20 788	20 788	20 788	20 788	24 143	29 037	35 306
Public contributions & donations	-	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	-	7 993	9 701	61 427	61 427	61 427	61 427	56 934	46 984	35 694
<b>Total sources of capital funds</b>	<b>358</b>	<b>7 993</b>	<b>10 129</b>	<b>82 215</b>	<b>82 215</b>	<b>82 215</b>	<b>82 215</b>	<b>81 077</b>	<b>76 021</b>	<b>71 000</b>
<b>Financial position</b>										
Total current assets	-	129 023	100 885	104 208	104 208	104 208	104 208	113 064	121 403	133 178
Total non current assets	-	135 995	487 771	512 867	512 867	512 867	512 867	564 834	617 927	686 719
Total current liabilities	-	46 381	35 387	16 238	16 238	16 238	16 238	16 938	17 438	17 531
Total non current liabilities	-	-	-	-	-	-	-	-	-	-
Community wealth/Equity	-	40 601	(23 062)	378	378	378	378	4	1 774	12 616
<b>Cash flows</b>										
Net cash from (used) operating	(10 178)	27 273	68 572	(0)	(224)	(224)	(224)	(0)	27 497	30 383
Net cash from (used) investing	-	(40 905)	(42 641)	(47 134)	(47 062)	(47 062)	(47 062)	(48 588)	(51 035)	(51 160)
Net cash from (used) financing	-	-	-	-	-	-	-	-	-	-
<b>Cash/cash equivalents at the year end</b>	<b>10 171</b>	<b>(3 461)</b>	<b>22 470</b>	<b>(24 665)</b>	<b>(24 816)</b>	<b>(24 816)</b>	<b>(24 816)</b>	<b>(73 088)</b>	<b>(96 626)</b>	<b>(117 404)</b>
<b>Cash backing/surplus reconciliation</b>										
Cash and investments available	-	109 529	51 300	57 212	57 212	57 212	57 212	62 075	66 653	73 117
Application of cash and investments	-	42 457	17 138	6 426	7 938	7 938	7 938	3 893	291	(920)
<b>Balance - surplus (shortfall)</b>	<b>-</b>	<b>67 072</b>	<b>34 163</b>	<b>50 786</b>	<b>49 274</b>	<b>49 274</b>	<b>49 274</b>	<b>58 182</b>	<b>66 362</b>	<b>74 038</b>
<b>Asset management</b>										
Asset register summary (WDV)	-	-	-	-	-	-	-	-	-	-
Depreciation & asset impairment	-	-	56 999	2 200	2 200	2 200	2 200	-	-	-
Renewal of Existing Assets	2 450	4 888	7 900	7 900	7 900	-	-	8 807	500	7 500
Repairs and Maintenance	5 412	5 583	10 181	10 181	10 181	5 055	5 055	13 865	13 433	14 239
<b>Free services</b>										
Cost of Free Basic Services provided	7 038	7 850	8 465	6 357	6 359	6 359	6 359	7 654	4 800	5 800
Revenue cost of free services provided	-	-	-	5 056	5 056	5 056	5 056	11 755	12 754	14 030
<b>Households below minimum service level</b>										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	347	347	347	400	400	400	400	450	500	550
Energy:	4 911	4 953	4 929	4 957	4 957	4 957	4 957	5 500	5 800	5 800
Refuse:	42 277	42 278	42 278	43 000	43 000	43 000	43 000	43 850	44 450	45 050

## 6. APPROVAL PHASE

During this, Elias Motsoaledi Local Municipality would do everything in its power to ensure support for the implementation of the IDP by all Stakeholders involved.

After the Draft IDP-Budget shall have been advertised for inputs from stakeholders during April 2010, the Reviewed IDP-Budget will be adopted and approved by Elias Motsoaledi Local Municipal Council on the 31<sup>th</sup> of May 2010. The adopted IDP will in terms of the Municipal Systems Act be submitted to the MEC for Local Government in Limpopo Province within 10 days of the adoption for his comments.

The municipality shall thereafter consider the MEC's proposals. Finally, Elias Motsoaledi Local Municipality shall within 14 days of adoption of the IDP, give notice to the public regarding:

The MEC for Local Government in Limpopo the Honourable Mr Soviet Lekganyani may within 30 days of receiving a copy of the IDP request the Municipal Council to adjust the IDP in accordance with the MEC's proposals. The municipal council will consider the MEC's proposal within 30 days of receiving his request and if it agrees with the proposal, adjust the IDP accordingly and if it disagree with those proposals, object to the MEC's request and furnish MEC with reasons in writing why it disagrees.

The MEC will then take the process forward and appoint an ad-hoc committee to bring the matter to finality.

### Conclusions

EMLM has developed the SDBIPs for 2010/2011 as a platform to accelerate service delivery in the municipal area. The SDBIPs for 2010/2011 will serve both as a strategic guide for service delivery and implementation of our Constitutional mandate and as a framework to monitor the implementation of municipal projects. The SDBIPs are a focal point to drive performance in the municipal area.

Without doubt the preparation of SDBIPs has not been without challenges. We are facing massive unemployment levels due to the global financial meltdown overall domestic recession. The unfavourable economic conditions have negatively affected the revenue streams of the municipality. This is witnessed through the decline in payment levels of services rendered by the municipality. Notwithstanding these challenges, the preparation of the SDBIPs for 2010/2011 financial year have presented the municipal organisation with a rare opportunity to find new ways of doing things while maintain the same and more levels and standards of municipal services.

EMLM would use the SDBIPs to explore alternative sources of revenue and find ways of reducing inefficiencies and increase operational effectiveness in its business processes. In the current financial year, we are intensifying the process of unbundling our assets including disposal of non-core business assets. We will also intensify collection efforts as part of our revenue enhancement initiative. The SDBIPs for 2010/2011 will continue to be used as a platform to build a culture of community engagement and accountability.

EMLM would continue to use the SDBIPs to operationalise the budget and strategic objectives. In addition, the SDBIP's will be used to draw the development of individual scorecards for senior managers in the organisation. We will continue to use the SDBIPs as a link between the integrated development plan (IDP), budget and performance management system (PMS).